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Wednesday July 17 1996  
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# FINANCIAL TIMES

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**Today's survey**  
Inward investment into the UK  
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World Business Newspaper THURSDAY JULY 18 1996

## France to withdraw 17,000 troops from Germany by 2000

France yesterday announced a massive reduction of its military forces in Germany, leaving only 3,000 French troops in its eastern neighbour by the end of 1999, compared with about 20,000 at present. The group of withdrawals, part of a comprehensive streamlining of France's armed forces, may heighten tensions between France and Germany over military co-operation. The move could also encourage other Nato members with large forces in Germany to follow suit. Page 12

**Mercedes-Benz executive quits:** The head of Mercedes-Benz's commercial vehicle division, Bernd Gottschalk, resigned over "different views" about the company's division of responsibilities, according to the group. Page 13

**Ford Motor,** the US car company, surprised the stock market with a 21 per cent jump in net income in the second quarter to \$1.9bn. Page 13

**US plan to protect troops from terrorists:** The Pentagon is planning a sweeping initiative to protect US troops based overseas from nuclear, chemical and biological attacks by terrorists, defence secretary William Perry said. Page 7

**Grundig closes Malaysian plant:** Grundig (Malaysia), part of Philips' loss-making German subsidiary, is to close its plant in Penang in a further setback for the Malaysian island which had become a booming centre for electronics manufacturers. Page 12

**UK insurers act over genetic testing:** The UK insurance industry plans to appoint a genetic adviser to help companies formulate a policy on the controversial issue of genetic testing. Page 12

**Gloomy prediction for Swiss economy:** Switzerland's short-term economic outlook is "bleak", says the Organisation for Economic Co-operation and Development. It expects the economy to grow by 0.5 per cent in the current year and unemployment to fall only slightly next year. Page 3

**MGM may be floated in next few years:** MGM, the US film business bought for \$1.2bn by Australian media group Seven Network and Kirk Kerkorian's Tracinda group, is likely to be floated in the next three to five years, Seven's chairman said. Page 13; Lex, Page 12; News Corp buys New World. Page 14

**US calls for target on greenhouse gases:** The US called for a binding global target for reducing emissions of greenhouse gases which are warming the earth's atmosphere, but declined to propose a specific target or set a time limit. Page 7

**General Electric,** the largest US company by market value, produced record earnings in its second quarter, rising 11 per cent to \$1.9bn. Page 14

**Fujitsu plans to start new disc production:** Japanese electronics group Fujitsu plans next year to start producing a new generation of computer memory discs with vast storage capacity. Page 13; Cuts by chip makers widen. Page 15

**General strike hits Israel:** Half a million Israeli workers went on strike over plans for budget cuts by prime minister Benjamin Netanyahu's new government. Page 7

**French war criminal dies in prison hospital:** Paul Touvier (left), the only Frenchman jailed for crimes against humanity in the second world war, died aged 81 in a prison hospital near Paris. Touvier, a key aide to Gestapo chief Klaus Barbie, was convicted and jailed for life in 1994 for ordering the execution of seven Jews in reprisal for the killing of Vichy propaganda chief Philippe Henriot by the French Resistance. Page 5

**Alitalia,** Italy's troubled national airline, is expected to incur losses and restructuring costs this year of \$1,300m (\$782m). Page 2

**Kiev crackdown in wake of bomb attacks:** The Ukrainian government will introduce "elements" of a state of emergency in the wake of this week's bomb attack on prime minister Pavlo Lazarenko. It blamed the explosion on criminals and communists opposed to plans to restructure the ailing coal industry. Page 3

**Rise in number of US adult smokers:** The number of adult smokers in the US rose slightly last year in spite of increasingly tough restrictions on smoking in public places. Page 6

## US faces fresh dispute over sanctions

By Stephen Fidler and Guy de Jonquieres in London and Nancy Dunne in Washington

The US was heading yesterday for another confrontation with its European trading partners over plans for sanctions against companies investing in Libya and Iran, only a day after acting to defuse a conflict over controversial anti-Cuban legislation.

## EU angered by moves to punish trade with Libya and Iran

The amendment was passed as European Union ambassadors prepared to meet in Brussels to discuss plans for possible retaliation against US legislation designed to penalise foreigners operating in Cuba.

However, EU officials said Mr Clinton's decision had not removed their objections to the act, or concern that the US was increasingly attempting to impose its will on allies by applying its laws beyond its borders.

UK trade and industry secretary said sanctions against the US were "quite possible. We're looking at various options".

The amendment, sponsored by Senator Edward Kennedy, also requires the president to impose at least two sanctions on offenders from a list of options. They include export and import bans on companies, denial of US bank loans and export-import bank credits, and exclusion from US government contracts.

The vote was welcomed by Senator Alfonso D'Amato, sponsor of the Iran-Libya bill. "Our allies must understand that we must fight terrorism with action, not just platitudes. However, they seem to be more interested in profits than in closing down terrorist regimes."

## Nomination of minister strengthens position of security chief

### Yeltsin appoints tough general to defence job

By Chrystie Freeland and John Thornhill in Moscow

Russian president Boris Yeltsin yesterday appointed as defence minister a man notorious for his brutal suppression of a civilian protest in the dying days of the Soviet Union.



General Igor Rodionov, the new defence minister, who is a close friend of Alexander Lebed

The appointment of General Igor Rodionov will strengthen the position of his close friend and mentor, Mr Alexander Lebed, the national security chief and presidential aspirant who strongly backed him for the job.

The two biggest challenges for Gen Rodionov will be to resolve the conflict in the separatist southern region of Chechnya and to turn Russia's 2m-strong conscript army into a more streamlined professional force.

After a pre-election ceasefire in Chechnya, the Russian army has again stepped up its military efforts to crush the separatist resistance.

Mr Lebed's aides said that the president had chosen Gen Rodionov at his security adviser's request. The security chief has already forged close ties with Mr Yuri Luzhkov, Moscow's influential mayor.

## Time Warner's takeover of Turner approved in principle

By Tony Jackson in New York

The contentious \$7.5bn takeover of Turner Broadcasting System by rival media group Time Warner has been approved in principle by the US competition authorities.

Under the new arrangement, the 9 per cent Time Warner stake is to be held by Mr Gerald Levin, Time Warner's chairman.

Share in all the companies involved rose sharply yesterday. In late trading, Time Warner had risen 8 per cent, up \$8 to \$38.7. Turner's shares were up by more than 10 per cent, up \$2.25 to \$28.7. TCI's "B" shares had risen 9 per cent, up \$1.25 to \$13.75, while Liberty Media was up 11% to \$23.75.

STOCK MARKET INDEXES		GOLD	
New York Composite	5,388.17 (+28.11)	New York Gold	384.2
Dow Jones Ind. Av.	1,061.58 (+8.27)	Am.	384.2
NASDAQ Composite	1,061.58 (+8.27)	London:	384.2
Europe and Far East		close	384.2
CAC40	1,061.58 (+8.27)		
FTSE 100	2,061.58 (+8.27)	DOLLAR	
Nikkei	21,412.88 (+2.53)	New York: 1.4625	
		DM	1.4625
		FF	1.2145
		SFR	1.2145
		Y	192.75
		London:	1.4625
		DM	1.4625
		FF	1.2145
		SFR	1.2145
		Y	192.75
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## Companies cut back overseas transfer benefits

By Robert Taylor in London

Companies are growing "less generous" in the benefits they give to senior managers working abroad, according to a study of multinational corporation transfer policies in Europe.

The year to May. Forty two per cent said they expected the number of transfers to increase in the next 12 months.

Erbakan soothes fears of Turkish business

By John Barham in Istanbul

Anxiety in the executive suites of Istanbul, Turkey's business capital, has eased in the 10 days since Mr Necmettin Erbakan became the country's first Islamist prime minister. Mr Erbakan has pleasantly surprised the country's business leaders by ditching his anti-capitalist rhetoric since his Rafah party became the larger partner in a coalition with Mrs Tansu Ciller's centre-right True Path party. "We do not intend to interfere in the free market at all," he told parliament this week. Mr Abdullahi Sener, Rafah's finance minister, shook financial markets last week with threats to cap interest rates, now over 30 per cent in real terms, on the Treasury's snowballing domestic debt. However, this was quickly denied. Markets were also concerned by his decision last week to increase public sector wages well above inflation. But business hopes Mr Erbakan will retreat from promises to offer incentives and tax breaks to farmers, the poor and small traders - Rafah's core supporters - and to waive their debts. There are limits to Mr Erbakan's populism. For instance, Turkey's customs union with the EU restricts state aid and requires open markets. Business is giving Mr Erbakan the benefit of the doubt, Mr Yavuz Canay, chairman of TEB, Turkey's most conservative bank and head of the foreign investors' association, says: "New governments tend to talk too much. They will sit back and see the real situation in four to six weeks and start thinking seriously." Some believe Mr Erbakan could embark on an ambitious reform programme to reduce inflation, now 83 per cent a year, by restructuring the deficit-ridden state. One chief executive repeated a commonly-held view that he would not be in power long. "But the people needed to experience Rafah to know what they are like, otherwise they would always keep saying, 'Ah, if only Rafah were in charge things would be better'." Real pessimists keep quiet in public, wary of offending Ankara, which can make or break a company. While the business world is relieved Mr Erbakan is not trying to impose Islamic codes on Turkey, many fear the country could soon be engulfed by a severe economic crisis. Government spending has increased sharply and the budget deficit could rise by half to 10 per cent of gross domestic product this year. Economists fear the current account deficit may hit \$6 billion, although central bank economists say it will only be half as big. Yet there is great confidence that business will bounce back from a severe setback, as it did in 1994 when the economy contracted by 6 per cent following a balance of payments and financial market crisis. Local and foreign executives are confident that Turkey will always remain a promising market. Mr Jacques Chauvet, director general of Renault's Turkish operation, says: "There are only 18 cars per thousand people here. In Europe the rate is 480 so the potential is great." But a business consultant who watches Rafah closely says: "Big companies think they can live with Rafah. I am not so sure. It will make the rich pay for its programmes." And neither should Rafah be written off. "People have been [underestimating] Rafah for years, but they keep growing."

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Controversial legislation expected to spark fierce battle in parliament Italy draws up new media rules

By Andrew Hill in Milan

The Italian government yesterday unveiled draft legislation which aims to impose order on the fast-expanding communications sector by limiting media ownership and establishing a telecoms and broadcasting regulator.

The decision had been postponed twice in the past fortnight as state and commercial television networks have lobbied the government for changes. The proposals are expected to face a fierce parliamentary debate.

Mediaset, the main commercial broadcaster, complained that the measure was biased in favour of Rai, its state-owned rival, and vowed to seek alterations in parliament. Mediaset is controlled by Fininvest, the family holding company of Mr Silvio Berlusconi, leader of the rightwing coalition.

The draft law - and a related bill which has yet to be approved by the government - will not force Mediaset or Rai to sell any channels. Mediaset would have to transform one of its three channels into a satellite or cable service or reduce its overall terrestrial audience, while one of Rai's three channels would become a regional network, under Rai control.

Mr Antonio Maccanico, post and telecoms minister, said the government would use a decree to push through the

Parties hint at compromise over how to tackle sensitive issue of constitutional reform

Italy's centre-left governing alliance yesterday proposed that constitutional reform - the most sensitive issue facing the new legislature - be tackled by a special commission in each of the two houses of parliament, writes Robert Graham in Rome.

The proposal, made at the start of a parliamentary debate on reforming the 1948 constitution, envisaged two 30-strong commissions. But this would give the government more direct control over the content of the reforms, so the rightwing opposition, headed by former premier Silvio Berlusconi, yesterday proposed a more autonomous constituent assembly elected by proportional representation.

Yesterday, speakers on both the government and opposition side hinted that a compromise was possible. Mr Gianfranco Fini, leader of the rightwing National Alliance, said he was prepared to examine alternative formulas as long as there was a clear timetable for reform.

Mr Massimo D'Alema, leader of the Party of the Democratic Left, the dominant partner in the government, said there had to be "mutual recognition by the majority and the opposition that there is a shared responsibility for success or failure". But Mr Umberto Bossi, head of the populist Northern League, told parliament it was too late for constitutional reform since the unity of the Italian state could no longer be guaranteed. It was better to accept two Italys with separate currencies, with the north - his ill-defined state of Padania - acquiring autonomy via a referendum.

Behind yesterday's set-piece speeches by political leaders lay the mounting reservations of Mr Massimo D'Alema about the two-month-old premiership of Mr Romano Prodi. Mr D'Alema is reluctant to go ahead with a shake-up of the Italian state without the certainty of a government which can last a good 18 months.

elections, but on television they haven't lost anything," said Mr Francesco Siliato, an independent media analyst based in Milan.

Mr Fedele Confalonieri, Mediaset's chairman, welcomed the fact that Mediaset would not have to give up a channel, and admitted that the final draft was better than earlier attempts, which Mediaset had dubbed "economic vandalism". Rai said it felt "reassured" by the final draft.

Under the bill, Mediaset would have to reduce the proportion of commercial breaks from 18 per cent to 16 per cent, from January next year until the end of August, when the authority would review the situation.

Mr Confalonieri said such a reduction could cut about L1,500m (\$100m) from Mediaset's annual turnover of around L3,000m. Mediaset would also be affected by a ceiling of 30 per cent on its share of overall revenues from publicity and licence fee, six points below its current share.

If the law is approved, the regulatory authority will resemble the FCC in the US, which covers both telecoms and media, rather than the UK model of separate regulators. It will be made up of two four-member committees - one for networks and infrastructure, the other for products and services - with a single chairman.

Mr D'Alema, the real power behind the scenes, has yet to demonstrate his full conviction as premier. These uncertainties have in turn been reflected in the financial markets.

the draft were unveiled in Rome. But broadcasting experts said Mediaset's complaints seemed exaggerated. For example, Mr Maccanico cleared Mediaset and its allies to bid for Italy's third mobile telephone licence in the autumn, whereas Rai would have to establish a costly regional network.

"Mediaset may have lost the draft were unveiled in Rome. But broadcasting experts said Mediaset's complaints seemed exaggerated. For example, Mr Maccanico cleared Mediaset and its allies to bid for Italy's third mobile telephone licence in the autumn, whereas Rai would have to establish a costly regional network."

European businesses could face computer chaos if European monetary union starts as planned in 1999, the US computing group IBM has warned. The company says there will be a severe shortage of skills to cope with the transition to the single currency because it coincides with the computing overhaul needed to cope with the end of the century.

IBM and other industry groups warn that banks unable to manage could lose the confidence of customers and fail. So severe is the problem that IBM argues there is a compelling case for delaying Emu until after the year 2000.

Many banks and businesses, however, reject IBM's gloomy conclusions, suspecting that computing groups are simply seeking business. A recent survey by the International Data Corporation, for example, shows that 90 per cent of banks believe their information technology infrastructure will cope with Emu. But that survey also shows that only half have an IT strategy for Emu and a mere 15 per cent have allocated money.

IBM's gloomy prognosis is shared by most of the computing industry. Mr Colin Strangier of the Hoskyns consultancy group, which recently helped the German banking association draw up Emu guidelines says: "IT resources will be severely depleted with Emu. That means some banks will certainly fail." Taken alone, changing IT systems to cope with Emu is expected to be relatively manageable, albeit expensive. Barclays bank and Deutsche Bank each calculate the cost at about £20m (\$32m), implying the entire EU banking industry. But Europe's computing expertise will be stretched over the next few years by the need to modify computer programmes to cope with the change of century. Some industry sources expect these changes to cost European governments and businesses some £200m.

Signs of skills shortages are already emerging. The cost of European programmers able to read core computer codes such as Cobol, for example, has risen 30 per cent this year. These supply problems are likely to worsen. IBM hopes to tackle the issue by sending work to India, but it argues there is not enough telecommunications capacity for this to provide a solution.

Some observers believe a new IT breakthrough could solve the problem but computing groups doubt whether there is enough time and warn that conducting two large IT projects in tandem could lead companies to fail. "Doing the projects together more than doubles the risk," says Mr Eric Hall of Bull, the French computer group.

The problem has been exacerbated because many companies are delaying their preparations for Emu until the political climate becomes clearer. Mr Juan Amador, an associate partner of Anderson consulting, says: "Our clients are talking about starting projects about six months before the changeover. That's cutting it fine, but they want to see a real deadline."

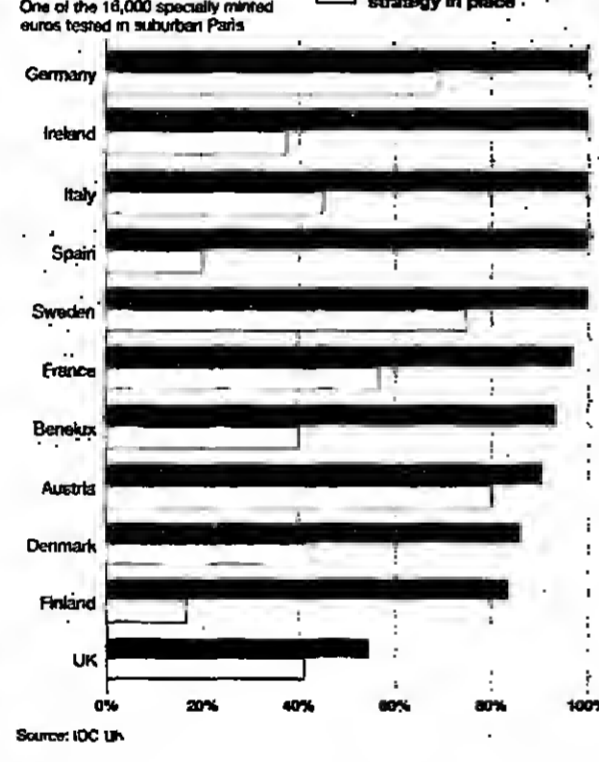
In theory, the only businesses which need to make the changes in 1999 are wholesale banks. In practice, most IT experts expect the competitive pressures will lead many companies and retail banks to demand IT changes well before the single currency replaces national currencies in 2002.

Mr Brian Reynell, regional affairs director for the US computing group EDS in Brussels, says: "Our assumption is that most companies will want to change on day one for competitive reasons."

Computer chaos warning over Emu IBM fears the severe shortage of skills may cause businesses to collapse, writes Gillian Tett

Emu: banks' optimism not matched by spending

A view of the future? One of the 10,000 specially marked coins tested in suburban Paris



Source: IDC UK

European businesses could face computer chaos if European monetary union starts as planned in 1999, the US computing group IBM has warned. The company says there will be a severe shortage of skills to cope with the transition to the single currency because it coincides with the computing overhaul needed to cope with the end of the century.

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MEPs open their wallets to public gaze

By Lionel Barber in Strasbourg

The European Parliament yesterday agreed to open up members' business interests to public scrutiny, but the measures are limited and avoid prescribing punishment for transgressors.

The new rules require MEPs to make an annual declaration of payments in cash or kind above their parliamentary pay and expenses, and to reveal other professional or paid activities.

MEPs in Strasbourg approved the package overwhelmingly, recovering from an embarrassing setback last

January when they balked at proposals laying down firm guidelines for lobbyists and tighter rules on their outside interests.

But a minority alliance of Green and Scandinavian MEPs criticised the reforms as inadequate. They said the package did not require MEPs to reveal how much money they received for activities such as consultancy and did not set limits on financial assistance.

The debate over lobbying and MEPs' outside interests is similar to the controversy in the UK, but has intensified as business and industry have woken up to the parliament's

powers to amend European legislation as a result of the Maastricht treaty.

Informal estimates suggest that the European Commission accepts on average more than two-thirds of parliamentary amendments when it puts forward legislative proposals under the Maastricht "co-decision" procedure which applies to the internal market.

MEPs rejected an attempt by Mr Brendan Connolly, a UK Conservative, to limit the ban on gifts, payments and benefits to those "which might influence the way in which they vote or the performance of their other duties".

Mr Jean-Thomas Nordmann, the Radical French MEP who led efforts to control members' financial interests, said there was no point trying to set ceilings on outside payments. "We did not want to get into scholastic disputes about the appropriate level of outside income because that is what killed the earlier proposal in January."

The parliament's new rules, due to take effect from September, are in effect an internal regulation which remains subordinate to national legislation. One of the difficulties in regulating MEPs is the absence of parallel controls over national parliamentarians.

Mr Karel Van Miert, competition commissioner, gave the go-ahead on condition Ciba and Sandoz granted

Commission approves Atlas telecoms 'supercarrier'

By Neil Buckley in Brussels

France Télécom and Deutsche Telekom yesterday gained long-delayed final clearance from the European Commission to create their "supercarrier" alliance, Atlas, and global alliance with Sprint of the US, called Global One.

But Mr Karel Van Miert, competition commissioner, warned that approval of the ventures - which aim to provide "seamless" telecommunications services to businesses worldwide - was on condition that full competition was created in the German and French telecoms markets.

He said Atlas and Global One's main services would be authorised the moment France and Germany granted the first telecommunications licences to operators of alternative infra-

structures. He expected the first to be awarded shortly.

But France Télécom and Deutsche Telekom must wait until their domestic telecoms markets, including voice telephony, are fully liberalised before they can incorporate within the Atlas alliance their national data networks, Trans-

pac and T-Data. Full liberalisation is due to take place by January 1999.

The commissioner said the alliance would be reviewed in 2001, when the Commission would also review progress of the Concert alliance between British Telecom and MCI of the US, which has full regulatory

approval. "We will survey with great attention the way the two companies behave. All the conditions must be well respected. If they are not we will very quickly become involved again," he said.

As expected, he imposed conditions on the venture:

- France Télécom must sell Info AG, its data network services subsidiary, which competes in the German market with T-Data.
FT and DT must allow non-discriminatory access to their networks to competing low-level data service operators.
They must treat all third-

EUROPEAN NEWS DIGEST

EU move on sex discrimination

The European Commission said yesterday that plaintiffs and defendants should share the burden of proof in sex discrimination cases in the European Union.

"Until now, a woman who alleged breach of the principle of equality has generally had to bear the full burden of proving her case, even where certain facts were easier for her employer to establish," it said in a statement. If the legislation is adopted by EU ministers, it would apply in all Union countries except Britain, which has opted out of the EU's "social protocol".

The text also defines "indirect discrimination", saying it exists when an apparently neutral practice disproportionately disadvantages members of one sex, especially because of marital or family status - unless the aim is objectively justified.

The Commission has been pushing for legislation on the burden of proof since 1988, but its previous proposal was drawn up under treaty articles that require unanimity and was blocked by Britain. It decided to propose new legislation under the social protocol, which was introduced by the 1992 Maastricht treaty.

Reuter, Brussels

Serbian talks on Karadzic's fate

Mr Richard Holbrooke, the architect of the Dayton peace agreement for Bosnia, yesterday held four hours of talks with President Slobodan Milosevic of Serbia in an effort to prop up the agreement by securing the removal of Mr Radovan Karadzic, the Bosnian Serb leader who has been indicted for war crimes.

Mr Holbrooke, who was recalled by the US government from his new job as a Wall Street investment banker, said yesterday: "I cannot tell you we made any progress today and I will not characterise the talks except to say they were inconclusive and in progress." Mr Holbrooke said yesterday that Mr Bjup Gasic, Bosnian vice-president, and a trade delegation from Bosnia would meet Mr Milosevic next week in the first official visit by the Bosnian government since the outbreak of war four years ago.

Mr Yevgeny Primakov, the Russian foreign minister, yesterday accused the UN war crimes tribunal in The Hague of being "overpoliticised and unbalanced in the fields where it is expected to work". Russia sees the tribunal as being anti-Serbian because Serbs represent the majority of those indicted. Mr Milosevic and his former proxy, Mr Karadzic, are widely seen by western governments as most responsible for the war in Bosnia.

Laura Silber, Belgrade

Death of French war criminal

Paul Touvier, the only Frenchman convicted of crimes against humanity committed during the second world war, died yesterday in prison, aged 81. Touvier, a key aide to Gestapo chief Klaus Barbie, was convicted in 1994 of ordering the executions by firing squad of seven Jews in reprisal for the killing of Vichy propaganda chief Philippe Henriot by the French Resistance.

Twice convicted in absentia for treason, Touvier was pardoned by President Georges Pompidou in 1971 at the behest of leading Roman Catholic Church officials.

But Resistance groups and Jewish survivors came forward with evidence to bring new charges, forcing Touvier back into hiding. He remained a fugitive with his wife and two children until he was arrested at a Roman Catholic priory in Nice in 1988.

AP, Paris

Alitalia set to write off \$782m

Alitalia, Italy's troubled national airline, is expected to incur losses and restructuring costs this year of L1,200bn (\$782m). These figures - L400bn of losses and another L800bn in restructuring costs - were given yesterday in evidence to parliament by Mr Michele Tedeschi, the head of Iri, the state holding company which controls Alitalia.

Mr Tedeschi also revealed Iri had handed over L1,000bn to Alitalia as part of the first L1,500bn tranche of an eventual L3,000bn capital injection to help with a reorganisation of the flag carrier. The transfer had been essential to cover Alitalia's obligations to financial institutions. However, he did not elaborate on how Iri, itself in a delicate financial plight, would be able to find the remaining funds for the capital increase.

Alitalia's current indebtedness stood at L3,400bn, plus a further L1,200bn in leasing and rental commitments, he said. The restructuring plan, announced on June 19 and involving 2,800 job losses, was compatible with EU competition rules, he insisted.

Robert Graham, Rome

Pact ends Euro-card dispute

MasterCard International and Europay International, the card payments organisations, have settled a long-running dispute with an agreement aimed at clearing up the confusion between their card brands.

Europay, which handles the MasterCard brand in continental Europe in tandem with its own Eurocard credit card, as well as the Eurocheque ATM card, has agreed to a new combined logo which is intended to make it clearer to MasterCard holders that their cards are accepted by Eurocard retailers.

The new agreement allows the MasterCard brand to be prominently displayed in shop windows, while not discarding the brand strength Eurocard has built up especially in German markets.

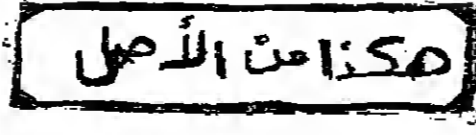
Just a few weeks ago, it appeared possible that the gap between MasterCard and Europay was so wide that they might dissolve their 30-year-old alliance.

George Graham, London

Germans halt row over a pfennig

The German federal cartel office has abandoned its action against the east German utility Vereinigte Energieerzeuger AG (VEAG) for over-pricing.

A comparison with other utilities showed VEAG was charging one pfennig more per kilowatt hour than the others, the cartel office said, but the higher costs were permissible as VEAG had higher production costs because of the high proportion of brown coal used in its energy production process.



سكوا جايكس

# Crackdown by Kiev after bomb attack

By Chrystia Freeland in Moscow

The Ukrainian government will introduce "elements" of a state of emergency in a sharp reaction to a bomb attack on the prime minister earlier this week, the authorities said yesterday.

Mr Pavlo Lazarenko, the prime minister, and other senior officials yesterday blamed Tuesday's explosion on "criminals" and "communists" opposed to the newly appointed premier's plans to restructure Ukraine's ailing coal industry.

Other observers have speculated that the blast was part of the intensifying battle for economic control waged by rival, regionally-based political clans. But, emboldened by its recent success in pushing through a contentious constitution, the Kiev leadership said this week's violence would strengthen its resolve to press ahead with its plans to overhaul the energy sector.

To make that possible, Mr Volodymyr Horbulin, the head of Ukraine's National Security Council, said the government planned tough new security measures, including dismissals of incompetent and corrupt government officials, stricter control over the use of state funds and more elaborate personal protection for the country's leaders.

"I cannot say this is a state of emergency but elements of a state of emergency will be introduced," Mr Horbulin said. "The task before us is not an easy one, but if we do not start to solve these problems I cannot be sure that by autumn we will be able to speak of Ukraine as an independent state."

Mr Horbulin said Tuesday's blast, which damaged two cars in a government motorcade but did not injure the prime minister, was "more an economic than a political act".

Mr Lazarenko, who was on his way to meet striking coal

miners in eastern Ukraine when the bombers struck, said the attack was an attempt to prevent him from making the journey.

"The idea was to keep me away from the Donbass. I see no other reason for the attack," he said. "A concrete examination of how to stabilise the coal industry had forced criminal structures to use explosives with the aim of wiping me out completely."

After the explosion, Mr Lazarenko carried on with his planned trip to Donetsk, the heart of the Donbass, where he told disgruntled miners the government would pay \$67m of the \$80m wage arrears.

But he said it was the last time Kiev would bail out the largely exhausted coal sector and insisted that the government would press on with plans to close up to 30 mines this year.

Mr Lazarenko also sacked several coal mine directors and regional officials. Donbass regional leaders and coal mine managers have been accused of fomenting strikes in order to extract further subsidies from the government.

Some analysts said the blast was part of the battle for control of Ukraine's natural resources being waged by regional political lobbies, including the Donbass group, and the faction from Mr Lazarenko's home town of Dnipropetrovsk.

But some reformist observers in Kiev welcomed the government's reaction as a sign that after five years of dithering, the Kiev authorities might finally be ready to steer the country in a clear direction.

"They are trying to assert elementary control over the situation, instead of following the usual Ukrainian habit of hiding our heads in the sand whenever things get difficult, so this is a good thing," Mr Oleksandr Tkachenko, a leading television commentator, said yesterday.

## Competitive edge proves elusive as appreciation of franc prolongs recession

# OECD says Swiss outlook 'bleak'

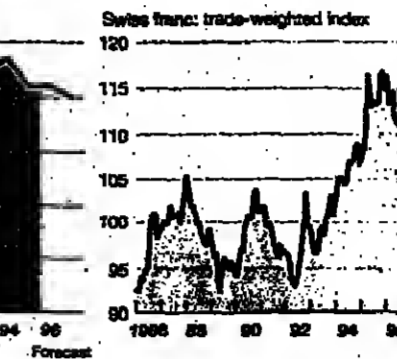
By William Hall in Zurich

The short-term economic outlook for Switzerland is "bleak", as expectations that sustained economic growth would quickly return after its longest recession since the war have evaporated, the Organisation for Economic Co-operation and Development says in its latest annual report on the country.

It expects the economy to grow by 0.5 per cent in the current year and unemployment to fall only slightly next year. Less than a year ago it was forecasting GDP growth of 1.7 per cent in 1995 and 2.3 per cent in 1996. In fact Switzerland's growth in 1995 was only 0.7 per cent, the lowest among European OECD countries.

The protracted sluggishness is blamed largely on the appreciation of the Swiss franc by about 15 per cent in real terms from 1993 to 1995, resulting in a substantial loss in interna-

### Switzerland



tional competitiveness. The need to raise taxes and social security contributions, to help reduce official imbalances, particularly the deficit on the unemployment insurance fund, have also been a drag on the economy, as has the failure of the construction sector to recover from the speculative excesses of the real estate

boom of the early 1990s. The OECD's downbeat growth forecast for the Swiss economy is more optimistic than some.

The Zurich-based Centre for Research of Economic Activity has just reduced its 1996 forecast for the second time this year and is now predicting a 0.1 per cent decline in Swiss GDP in 1996. The OECD says a

positive feature of the current cycle is that inflation has been kept very low in spite of the temporary effects of the introduction of a general value-added tax.

Investment in machinery and equipment remained the only dynamic demand component in 1995 as businesses tried to increase productivity to off-

set loss of competitiveness caused by the exchange rate rise. Assuming no further real appreciation in Swiss currency in the next year or two, and that the economies of Switzerland's main trading partners strengthen from the second half of 1996, the Swiss economy should accelerate mildly in 1997 and inflation would remain low. The OECD is forecasting GDP growth of 1.7 per cent for 1997.

It says Switzerland can no longer be criticised for its "toroise-like" approach to structural reforms. "The country's medium-term prospects should benefit from a speeding up of initiatives such as a radical reform of unemployment insurance, deregulation of the domestic market, and the liberalisation of public procurement."

But the OECD believes more needs to be done, particularly in areas such as competition policy.

# Juppé in Corsica to launch peace plan

The French prime minister, Mr Alain Juppé, began a two-day visit to Corsica yesterday, hoping to reduce separatist violence with a security crackdown allied to an offer of dialogue and economic aid for the island, Reuters reports from Ajaccio.

Mr Juppé, on his first visit to Corsica as prime minister, will outline his plan to turn the island into a "tax-break zone" for five years to revive the faltering local economy. Before leaving Paris, he met cabinet colleagues to discuss the increasing lawlessness and separatist bombings that have defeated successive French governments for 20 years.

The economic package is expected to involve cutting social and fiscal charges on businesses at a cost of FF700m (\$135.7m) to FF800m, increasing aid to agriculture, transport and fishing, promoting tourism, and launching a "cultural charter" to give special status to the teaching of the Corsican language.

The European Union has said it will provide Corsica with FF1.7bn in aid. Officials said the French package has yet to be approved by Brussels, which opposed a more ambitious French plan by arguing it would give the island unfair advantages over the Mediterranean Islands of other EU states.

Two main guerrilla factions have called for calm ahead of Mr Juppé's visit, while the Cuncolta Nationalista, the legal arm of the third group, has said it will suspend activities after a car bomb killed one of its leaders on July 1.

But some unions planned protests to coincide with Mr Juppé's visit, saying the economic concessions were a "present to the bosses".

President Jacques Chirac outlined a three-pronged policy for Corsica on Bastille Day, based on firmness, "positive dialogue" and efforts to kick-start the economy.

The government has signalled a tougher line on the gunmen by rounding up known hardline separatists.

## Zurich's trams impress economic spies

By William Hall

The OECD has found one corner of the Swiss economy which is ticking along efficiently - it describes the city of Zurich's antiquated tram system as one of the most efficient surface transport systems in Europe.

The trams offer a high-quality service, declining real price levels and attractive season tickets, resulting in a substantial increase in the use of public transport with "striking" gains in efficiency of road use and quality of urban life.

In most OECD cities the number of passenger trips by public transport is low compared to private transport. But since the late 1970s, Zurich has witnessed considerable growth starting from a high base. Despite the absence of an underground rail system, the proportion of trips by public transport is estimated at around 42 per cent, significantly higher than any other European city of comparable size.

The number of trips on Zurich's public transport system rose in a decade from 210m a year to 310m in the early 1990s, though it has declined slightly during the recession. The OECD describes Zurich's success as "remarkable" given that it is one of Europe's wealthiest cities, with a car ownership



The excellent service on Zurich's tram system has produced striking gains in efficiency of road use and quality of urban life

rate of 351 per 1,000 inhabitants. Zurich's transport strategy is based on reallocating road space from private vehicles to public transport and providing incentives to use public rather than private modes of transport. Travelcards cost SF7.20 (\$5.90) a day, or SF70 a month, services are frequent

- up to eight trams an hour on 13 routes - and the timekeeping is phenomenal. Nowhere in Zurich seems more than a 15-minute ride from the city centre. Computerised traffic lights and rigorous enforcement of segregated traffic lanes mean the trams always have right of way over private vehicles.

The report on Zurich's 136.9km tram system is particularly encouraging in another respect - it suggests that OECD economists visiting Switzerland's financial capital have been talking the tram rather than wasting taxpayers' money on Zurich's expensive taxis.

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NEWS: ASIA-PACIFIC

HK investment house denies abusing its representative office status

Peregrine in Vietnamese tax probe

By Jeremy Grant in Ho Chi Minh City
Authorities in Ho Chi Minh City yesterday accused the Vietnam-based unit of Peregrine Investments Holdings of illegal trading and tax avoidance...

committee - or municipal council - claimed the investigation had revealed that Peregrine's Vietnam operation had abused representative office status by using 13 local companies as business fronts for trading purposes.
Mr Son said the investment house had "violated our law" by using these companies, which he alleged had been created by Peregrine as trading vehicles.

Peregrine Capital Vietnam and said the company was conducting its activities legally, under an "investment advisory licence" status, granted to it by the Vietnamese authorities.
Mr Mercer said Peregrine's representative office licence status was understood to be dormant.
"As far as we are aware, we are operating legally in Vietnam and have not avoided duly payable taxes. What we're doing is within the terms of our licence," Mr Mercer said.

Raids on Peregrine's offices sent jitters through Hanoi's foreign investment community

A spokesman for Peregrine in Hong Kong, Mr Alan Mercer, denied any wrongdoing and said the company was conducting its activities legally...

Taiwan gives ground over telecom stakes

By Laura Tyson in Taipei

Taiwan will permit foreign companies to take an effective stake of roughly 60 per cent in domestic telecommunications ventures, in a broad "re-interpretation" of legislation in January capping foreign shareholdings at 20 per cent.

ASIA-PACIFIC NEWS DIGEST

Inflation 'to fall in Australia'

The Reserve Bank of Australia believes the country's annual inflation rate will fall back into the 2-3 per cent target range during the second half of this year. It said yesterday. The last reported figures, for the March quarter, showed a headline rate of 3.7 per cent.

China general eases HK fears

The commander of China's future garrison in Hong Kong yesterday sought to ease worries about the presence of People's Liberation Army troops, assuring the territory his forces were "civilised".

Tokyo store sales rise

Sales at department stores in the Tokyo area rose for the sixth straight month in June due in part to favourable weather, the Japan department stores association said.

Kyat tumbles in troubled Burma

Ted Bardacke in Mandalay examines the reasons for the currency's sharp fall

The maroon-robed monk slides up to a foreign visitor as darkness falls in the once-heavenly city of Mandalay in the Burmese heartland. He thrusts forward a few worn banknotes and, lighted cigarette still in his mouth, whispers: "Change money, change money."

exchange regime. Despite a slight increase in international reserves last year, in fiscal 1995-96 Burma's current account deficit more than doubled to over \$700m, according to recently released figures.
Burmese financial authorities say they will scrap the two-tier system completely once concessional funds from the international financial institutions, like the World Bank and the International Monetary Fund, are made available.



Aung San Sun Kyi: hard times

lars in local banks and led many people to immediately convert their kyat savings into US dollars.
But some businessmen and government officials are wary of this theory because it relies on the questionable assumption that the use of the banking system is widespread. Instead, they argue, the signing early this month of a \$900m contract with a group of local investors to improve the main Rangoon-Mandalay highway is to blame.

NEWS: WORLD TRADE

Pakistan to crack down on child labour

By Farhan Bokhari in Islamabad

Pakistan has ordered local authorities to raid factories employing children in its latest effort to deflect mounting international criticism and threats of trade sanctions for its labour practices.

death of a child rights activist, Iqbal Masih, who was shot dead.
Suggestions that carpet makers had plotted to kill him were subsequently discredited and an investigation by the Human Rights Commission of Pakistan (HRCP) concluded that his murder was unrelated to his campaigning activities.

people demanding certificates that exports were not manufactured by children working as labourers.
The incident prompted fears of repercussions affecting carpets and other exports suspected of being produced by bonded or child labour.

outry. This week US congressmen Joseph Kennedy said a quarter of the estimated \$5m footballs made each year in Pakistan were stitched together by children working eight to 12 hours a day and earning as little as six cents an hour.

Pakistan's provincial labour departments raided 7,003 businesses between January 1995 to March 1996, the labour ministry says.
The authorities prosecuted 2,638 employers of whom 395 were convicted and fined under child labour laws.

130m are employed in brick kilns, farms, carpet manufacturing, workshops and restaurants, working the same hours as adults, but getting paid much less.
The government does not accept the unofficial estimates of the child workforce and has ordered its own study jointly with the International Labour Organisation.

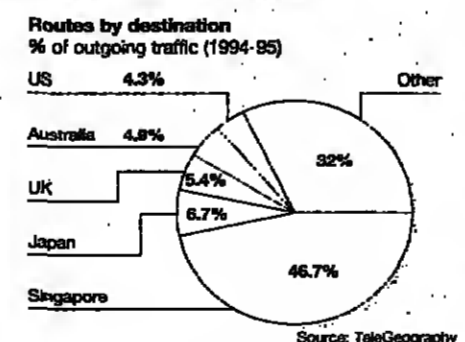
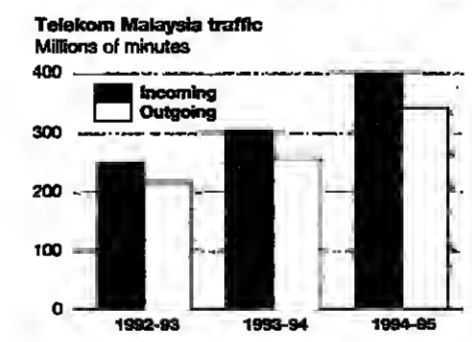
Foreign telecoms operators eye Malaysia

Eight players will compete where the government said three would be ample. James Kynge reports

Malaysia's telecoms operators are growing accustomed to the unexpected. It was a surprise when, early this year, the government said the telecommunications market was overcrowded and insisted that several operators should merge.

Telecom is up against internationally experienced players who are very aware of how to access corporate business, particularly from multinationals, said Mr Neil Juggins, Asia telecoms analyst with Paribas Capital Markets in Singapore.
Latest foreign company to enter the fray was Swiss Telecom. Switzerland's national operator, Last Thursday it bought a 30 per cent stake in Mutiara Telekom for \$470m (\$55m). The tie-up represents a direct challenge to Telekom in the international telephony market because with Swiss Telecom's help Mutiara stands a good chance of finding overseas customers to put its new satellite earth station to use.

Malaysian telecoms traffic: how much and where it goes



capacity will be reserved for telephony.
Perhaps the most formidable opponent for Telekom is Technology Resources Industries, in which Deutsche Telekom took a 21 per cent stake in June for an estimated US\$570m. The German company plans to help TRI develop its international business by forging relationships in much the same way as Swiss Telecom hopes to do for Mutiara. Deutsche Telekom is the biggest telecoms company in Europe and analysts said it may be able to field considerable overseas business.

derives 25 per cent of its revenues from IDD calls, will lose market share.
In the domestic fixed-line business the story is similar. Time Telecom, one of the companies which the government had said it wanted to see merged, may develop into a dangerous competitor for Telekom. Part of the powerful and politically well-connected Renong Group, Time has spent \$2.2bn over the past two years laying 4,000km of fibre-optic cable. Although it has only 5,000 subscribers so far, it has begun successfully targeting large corporate customers.

WORLD TRADE NEWS DIGEST

China awards power contracts

China yesterday awarded two nuclear power plant contracts to foreign companies. Framatome, the French state-controlled nuclear reactor builder, signed an agreement to produce parts for 1,000MW plants and the Korea Heavy Industries and Construction company won a \$150m contract from China National Nuclear Corporation to supply nuclear power plant facilities.

US resumes insurance talks

Japanese and US negotiators yesterday resumed talks on the insurance sector in an effort to settle their bilateral dispute by a July 31 deadline. At the centre of the dispute is Japanese life insurers' entry via subsidiaries into the so-called third sector market for accident and long-term illness insurance, where foreign insurers are strong.

BMW's India venture approved

India yesterday approved a joint venture between BMW of Germany and Hero of India to build cars. BMW and the Hero group, controlled by the Munjal family, signed a memorandum of understanding in March before sending the proposal to the government for approval.

British Aerospace Australia, part of the British defence group, has won a three-year contract to operate and maintain Australia's national broadcasting network in South Australia and the Northern Territory.

The agreement, worth A\$19m (US\$15.2m), is a sub-contract arrangement with Television New Zealand, the state-owned broadcaster. TVNZ, via its broadcast communications unit, won a A\$90m contract to run the Australian network in South Australia, Queensland and the Northern Territory in April.

Alcatel Alsthom of France won a FFr200m (€28.75m) contract with the Brazilian company Nova Dutra to supply an electronic highway traffic control system. The systems will be installed on behalf of Nova Dutra, a concessionaire of the highway between Rio de Janeiro and São Paulo. Installation will be completed by next year.

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# Nation 'to fall Australia'

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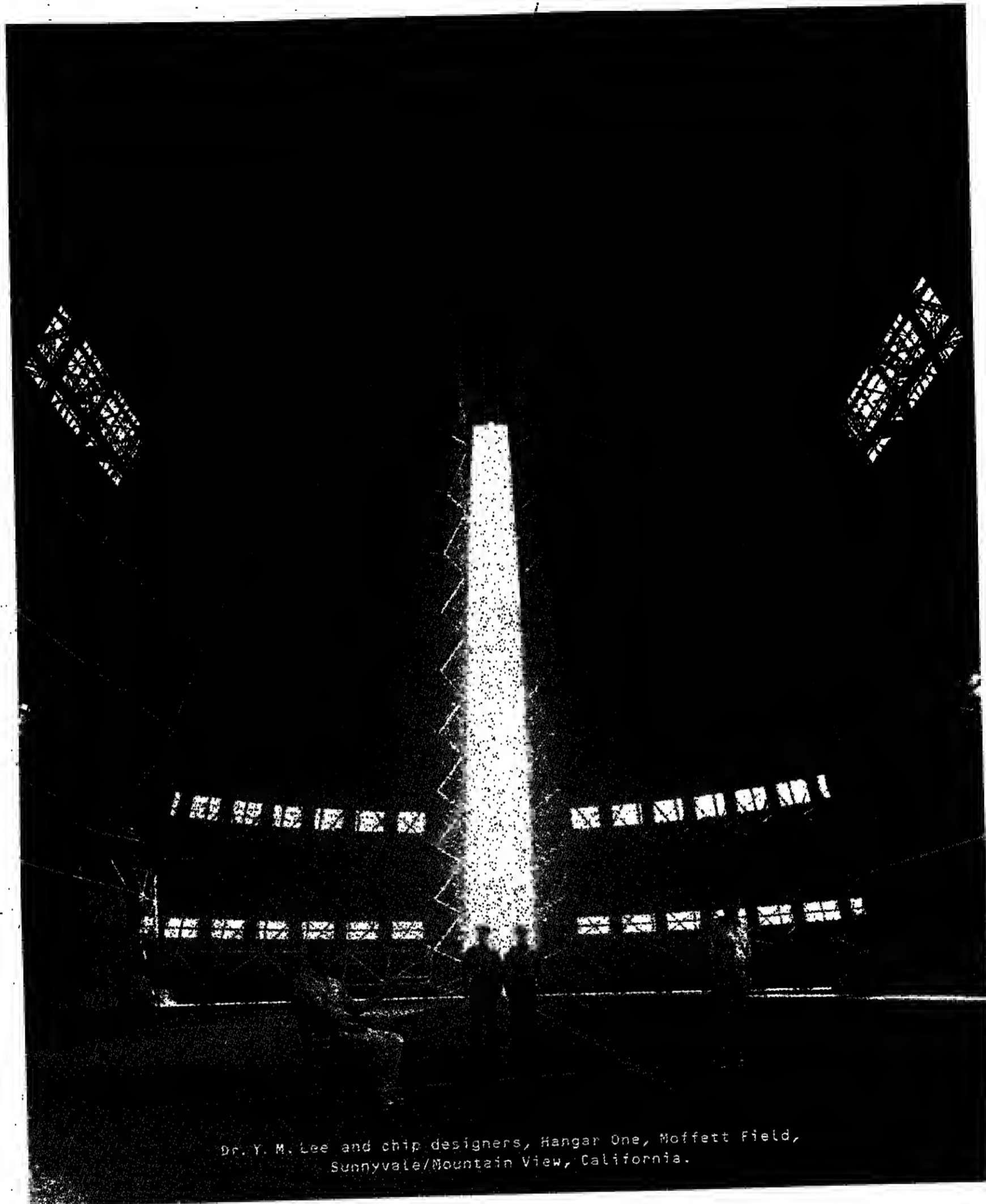
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## India venture appro

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NEWS: THE AMERICAS

EU unites over US measures against Cuba

By Guy de Jonckheere, Stephen Fidler and Nancy Dunne

European Union officials said yesterday they would continue to work on responses to US anti-Cuban legislation, in spite of President Bill Clinton's decision to delay court actions against foreigners dealing in Cuban properties confiscated from Americans.

to the concerns of US trade partners. He said he was particularly concerned about two aspects of the law. Mr Clinton's decision had had no effect on Title IV, under which directors, shareholders and executives of companies investing in confiscated Cuban assets are barred from the US.

observers say they have rarely witnessed greater solidarity, or stronger demands for immediate action among EU foreign ministers than was displayed at this week's council meeting in Brussels, just before Mr Clinton announced his decision.

The EU needs to demonstrate clearly that it is committed to keeping up the pressure on Washington. Their resolve is likely to be stiffened by the US Senate's approval on Tuesday of draft legislation providing for sanctions against investors in Iran and Libya which are even tougher than those already passed by the House of Representatives.

companies rather than allow him discretion over sanctions. It is not clear yet how the differences in the two versions will be resolved.

Peru to seek Paris Club debt accord

By Sally Bowen in Lima

Mr Jorge Camet, Peruvian economy and finance minister, will today present his country's case for restructuring its \$9.25bn debt with the Paris Club group of bilateral sovereign creditors.

The Paris Club accounts for around 28 per cent of Peru's total debt stock, which was revised sharply upwards recently to \$32.45bn in advance of a "Brady" deal with commercial bank creditors.

Peru has paid the Paris Club \$329m, \$354m and \$403m in 1993, 1994 and 1995 respectively. Peru's basic objective in Paris will be to ensure that servicing for the next three years is pegged around current levels.

This aim is almost certain to be met. It corresponds to the payments schedule already sanctioned in Peru's letter of intent with the International Monetary Fund, which in essence contains the country's official economic programme for 1996-98.

However, Peru has a more ambitious proposal - a definitive restructuring of obligations as from 1999. This would involve all pre-1983 debt with the Paris Club, estimated at around \$6.5bn or 70 per cent of the total. Peru would seek to reschedule its debt over 25 years under conditions similar to those recently granted to Russia.

Current annual payments of around \$400m already represent a substantial concession by official creditors. Without an extension of the relief granted in 1993 - when Peru returned to the international financial fold after a decade in the wilderness - annual servicing on Paris Club debt alone would top \$1bn.

That, however, would be equivalent to around 20 per cent of export earnings and similar to total current debt service payments.

Despite high international reserves (they recently topped \$8bn, a record), and a steadily growing economy, Peru's real capacity to pay its creditors is still limited. From next year, it will have to include an additional \$300m a year for the so-called "Brady" restructuring plan.

Mr Camet believes servicing levels contemplated in the letter of intent are realistic, however. Peru expects another \$6bn in income from privatisations by 1998, with associated investment commitments around the same again.

Party lines up to advise Dole

By Jurek Martin in Washington

Mr Bob Dole is being bombarded with advice on how to rescue his faltering presidential campaign as each day seemingly brings worse news.

The advice ranges from demands by conservatives that he embrace an ambitious tax-cut programme as the centrepiece of his message, to the more pragmatic counsel that he stop engaging in the off-the-cuff repartee with the media that has produced so much recent controversy.

The latest polling jolt came from the Harris organisation. It found President Bill Clinton up by 53-31 per cent among registered voters, a 5-point improvement in a month. Mr Clinton was ahead by 25 points among those most likely to vote.

The poll is the third national survey this week to put Mr Clinton up by at least 20 points, a significantly larger edge than recorded in June. All three put support for Mr Ross Perot of the Reform party in the mid-tens, meaning that Mr Dole is competing with the 1992 independent candidate for the anti-Clinton vote.

Mr Dole appeared on the last 24 hours to be heeding the advice of campaign aides to cut down on his exchanges with the media. A "unity" lunch on Tuesday with all the defeated Republican primary challengers except Mr Pat Buchanan found the candidate ducking all questions.

It was left to Senator Dick Lugar of Indiana to comment afterwards that Mr Dole "may not have so many incidental moments coming and going with reporters".

But his campaign's strategic message, particularly on economic policy, remains in its formative stages, especially on the tax-cut issue. Mr Dole's reputation is as a "deficit hawk", more interested in moving towards a balanced budget than engaging in fiscal experimentation in the pursuit of growth.

But restless supply-side conservatives, led by Mr Jack Kemp, former New York congressman and housing secretary, are seeking to force Mr Dole's hand. Mr Kemp wants to convene an "economic summit" of Republicans on Capitol Hill, tentatively set for July 23, in which advocates of steep tax cuts would be given a full hearing.

He is seeking the support of the Republican congressional leadership - Senator Trent Lott, the majority leader, and Mr Newt Gingrich, House Speaker. While not wishing to embarrass Mr Dole in public, both may be tempted to conclude that preservation of their majorities in Congress may depend on the adoption of radical policies very different from those entertained by their party's presidential candidate.

Cuban economy 'will survive US sanctions'

Washington's Helms-Burton law will not stop growth, Vice President Carlos Lage tells Pascal Fletcher

However tightly President Bill Clinton turns the screw of trade sanctions against Cuba, the island's economy will not only survive but continue to recover and grow, said Cuban vice president Carlos Lage.



Carlos Lage: "The law cannot halt the flow of investment"

yet left behind the severe recession triggered by the collapse of trade and aid ties with the former Soviet bloc.

Mr Lage said that, regardless of how the Helms-Burton law was applied, its biggest evil was the way it sought to intimidate foreign investors in Cuba by threatening US sanctions against those judged to be "trafficking" in assets confiscated after the 1969 revolution.

Mr Clinton on Tuesday sought to placate US trading partners by imposing a moratorium of at least six months on the filing of suits under the law, but the threat of eventual action remained.

Mr Lage ruled out direct compensation settlements with individual US claimants to nationalised properties, saying Havana would prefer an overall government-to-government solution with Washington.

Cuba was pleased with the intense international condemnation that had greeted the US legislation, led by the EU, Mexico and Canada. Mr Lage said foreign companies operating on the island had been "practically unanimous" in their determination to stay.

"We believe that the law cannot halt the flow of investment... It might affect, limit or delay it, but not halt it," he said. He cited the fact that 26 foreign investment projects

had been signed since the introduction of the US legislation, bringing the accumulated total in Cuba to around 940.

Asked about reports that some companies had withdrawn, Mr Lage replied: "There have been no withdrawals among those who are investing in Cuba."

On the reported pull-out by Mexican cement giant Cemex, he said another institution, not Cemex, was the real partner in a cement-producing venture in Cuba.

The "joint company is continuing to operate and the investment in cement is continuing," he said.

But some financing flows had been interrupted as some foreign banks and companies moved to protect themselves by changing the way they operated in Cuba. This was the case of the ING Group of the Netherlands, which announced earlier this month that it would not continue a financing contract for two Cuban sugar-growing provinces.

Mr Lage said that "by mutual agreement", ING had discontinued this contract but was maintaining its financing operations in Cuba.

Protective restructuring moves prompted by the Helms-Burton law could effect the timing and final cost of foreign credits, which Cuba was

already forced to obtain under onerous short-term, high-interest conditions because of the US embargo, Mr Lage said.

"Every measure that increases the US hostility against Cuba carries with it a greater cost for our nation. It raises the 'Cuba risk' factor and interest rates and makes negotiations more difficult," he added. This financing squeeze was a big difficulty for Cuba's recovery efforts.

Discussing the economy, Mr Lage said the 1995/96 sugar harvest produced 4,445,000 tonnes. Although this was 55,000 tonnes short of the official target, it still bettered by more than 1.1m tonnes last year's disastrously low crop of 3.3m tonnes.

Tourism, the fastest growing new sector, had also performed strongly in the first six months of this year. Tourist arrivals reached 494,000, an increase of more than 46 per cent over the same period last year. Over the whole year, the tourist sector was expected to better its projected annual growth target of 25 per cent.

Nickel production up to June had increased by more than 30 per cent to 27,400 tonnes, indicating the island was on track this year to beat the 1995 production record of 46,592 tonnes. Industry, excluding sugar, grew more than 10 per cent.

Second minister quits in Argentina

By Matthew Doman in Buenos Aires

Argentina's opposition has rounded on President Carlos Menem after the second ministerial resignation in a week, claiming the departures were a sign of instability and corruption in the administration.

Mr Oscar Camillón, defence minister, who has been under pressure for allegedly permitting illegal arms sales to Ecuador and Croatia, handed his resignation to Mr Menem just hours before the president left

for a four-day visit to the US. Mr Menem said he would consider the resignation while away and would not name a replacement until his return.

The departure of the defence minister follows last week's resignation of Mr Rogelio Barra as justice minister after a magazine revealed he had belonged to a neo-Nazi group in his youth.

Mr Barra admitted his regret at having joined "anti-semitic" organisations.

However, analysts played down the resignations. Mr Rosendo Fraga, a political analyst, said the departures of both men were necessary and gave Mr Menem "the opportunity to improve the image of his government".

Mr Camillón has for over a year demanded knowledge of, or involvement in, the sale of rifles and 75 tonnes of ammunition to Ecuador in February 1995. The sale of Argentine arms took place at the height of Ecuador's border conflict with Peru, a traditional ally of Argentina in regional and international affairs.

It was later revealed that Argentina's state-run arms manufacturer, Fabricaciones Militares, had made sales to Croatia despite a UN-imposed arms embargo, and that the arms could have been used against Argentina's own peace-keeping troops in the former Yugoslavia.

Mr Camillón gave up his fight to retain his job after a federal judge ruled there was sufficient evidence to question the defence minister over a possible cover-up of the illegal arms sales.

The city the US recovery left behind

Surrounded by a national economy marked by rapid growth, New York faces its worst financial difficulties since its near-bankruptcy in the 1970s, writes Richard Tomkins

In theory, New York City should be booming. The US economy has experienced a prolonged period of growth, Wall Street, in spite of recent setbacks, has been enjoying one of its longest-ever bull markets, and the weak dollar has brought an influx of high-spending tourists.

Instead, New York is facing its worst financial difficulties since its near-bankruptcy in the 1970s. Decaying infrastructure, run-down schools and empty office blocks are among the physical signs of weakness in the local economy, but the most telling symptom is the city's struggle to balance its budget. Employment growth is so weak, and the real estate market so moribund, that taxes on income and property cannot keep up with the rising cost of providing public services.

Mayor Rudolph Giuliani, New York's first Republican mayor in a generation, came to office in January 1994 pledging to put the city's finances in order. Since then, he has slashed more than 20,000 jobs from the municipal workforce, cut welfare rolls by more than 120,000, and backed away at public services.

Yet in spite of the cuts, New York City's spending is forecast to grow from \$32.7bn in the current year to \$35.8bn by the year 2000. The city is required by law to balance its books: but with revenues almost static, it is looking at a deficit that, even on the most optimistic assumptions, will have reached nearly \$2bn by the end of the decade.

Reflecting the city's financial woes, Standard & Poor's, the US credit rating agency, last year lowered New York's debt rating to Triple-B-Plus, citing "chronic budgetary stress from

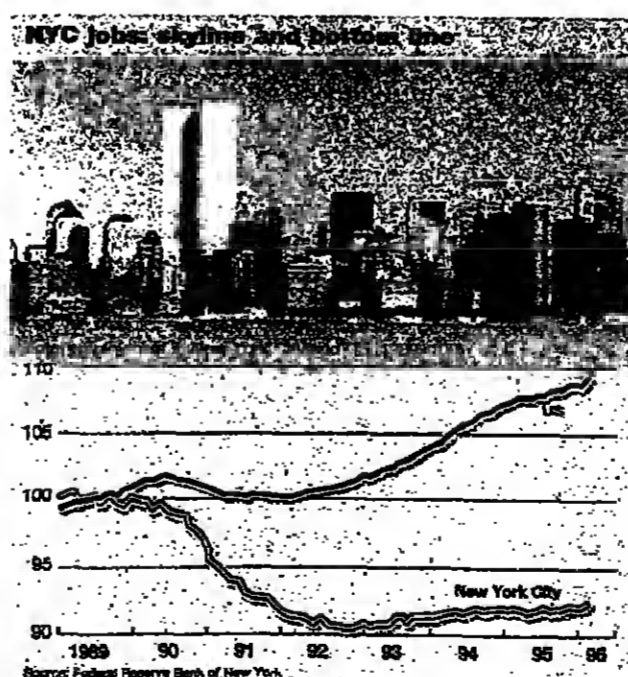
long-term weak economic performance". Of other large US cities, only Detroit, Philadelphia and Washington DC score lower.

The trouble with New York is that recovery has largely passed the city by. While most of the rest of the US has long since bounced back from the last recession and shown strong employment growth, New York has clawed back less than a third of the 342,000 private sector jobs it lost between 1989 and 1992.

Many of the jobs that went were in manufacturing, and will probably never come back. But New York's bigger problem is that it is failing to attract enough jobs in new, growth sectors to replace those that have gone.

High taxes and high real estate costs are two strong disincentives to new industries. So is the quality of life, or lack of it: a recent poll by the Regional Planning Association, a New York-based advisory group, found that 49 per cent of New York's residents would move out of the city if they could, citing poor schools, high housing costs and street crime, among other things.

This might matter less if there were nowhere else to go. But in a country as big and diverse as the US, there are many other business locations to choose from, often with much lower costs and higher living standards than in New York. Today's fast-growing



Source: Federal Reserve Bank of New York

cities are in the south and west, not the north-east. "New York is no longer the place where people feel they have to be," says Mr Claude Shestak, the Regional Planning Association's president. "They almost have to justify what the hell they are still doing here."

Traditionally, one of New York's biggest strengths has been its standing as the financial capital of the US. But in spite of near-record profits last year, not even Wall Street has

been doing much to improve the city's lot. Any extra jobs generated in the securities industry have been more than outweighed by those lost in a continuing wave of bank mergers and through the relocation of back-office functions to states with lower costs.

Amid the gloom, it is possible to find some bright spots. Crime rates have plummeted over the past two years, and Mayor Giuliani has been waging a "quality of life" cam-

aign against petty offences. Retailing activity, meanwhile, has been lifted by a relaxation of planning controls which previously kept big stores out of the city; the seedy and decrepit Times Square entertainment area is seeing a Disney-led revival; and one growth point has been the emergence of small, entrepreneurial businesses developing Internet sites, multi-media software, on-line entertainment and other computer-related offerings.

However, Mr David Hensley, an economist at Salomon Brothers, says these elements will struggle to provide enough employment to compensate for the declines in other areas. "It's very difficult to look at the city's various sectors and come up with one that is poised to become a major driver of growth," he says.

Mr Mitchell Moss, director of the Tanh Urban Research Center at New York City University, believes New York's future lies in knowledge-based industries. "New York is a magnet for people with brain power," he says. "That brain power isn't just in science or biomedical research: it's in fashion, or finance, or developing new ways of marketing, and I think that's what makes New York strong."

But whatever the long-term outlook, New York faces difficult times in the near term as it struggles to live within its means. Even without a recession or a Wall Street crash, Mayor Giuliani will have to take a much bigger axe to public services than the one he has so far wielded. The fact that he has not done so already owes more to the fact that he faces re-election next year than to the prospect of any upturn in the economy.

Jackson targets Mitsubishi

Mr Jesse Jackson, US civil rights leader, vowed yesterday to step up protests against Mitsubishi Motors over behaviour towards minorities and women workers in the US after an "unproductive" meeting with the company. Reuter reports from Tokyo.

Mr Jackson said Mitsubishi was just the first target of a campaign against car companies in the US in the coming year, with another Japanese maker, Honda, next on the list. "We are going to go down car line by car line and challenge the automobile industry," he told a news conference after a 90-minute meeting with Mitsubishi executives.

He denounced Mitsubishi and other carmakers, both domestic and foreign, for not hiring enough African-Americans, Hispanics and women, not putting enough minorities in executive positions and not giving enough leadership to minorities.

Mr Jackson's Rainbow Coalition - a political and civil rights organisation - and other minority groups have boycotted Mitsubishi for several months.

Mr Taiso Yokoyama, Mitsubishi managing director, said the company wanted to keep its "lines of communication open" to the civil rights leader. The US Equal Employment Opportunity Commission has charged Mitsubishi with creating a "hostile and abusive" work environment at its US subsidiary in Normal, Illinois. It alleges women were groped, grabbed and touched and forced out of their jobs if they complained.

AMERICAN NEWS DIGEST

US housing starts increase

Construction starts on new homes rose in June, the Commerce Department said yesterday, adding to evidence of US economic vibrancy despite fears of rising interest rates. Total starts increased 1.3 per cent to a seasonally adjusted annual rate of 1.48m units in the month, after retreating a revised 3.3 per cent in May.

The housing industry had enjoyed a surprisingly healthy period until May, when the decline in starts appeared to demonstrate that rising interest rates were finally beginning to take their toll. The department said that construction starts on single-family homes increased 7.4 per cent to 1.23m last month after falling 5.6 per cent in May. Housing starts rose in the west and south and dropped in the north-east and Midwest.

Reuter, Washington

More American adults smoke

Latest figures on cigarette smoking in the US suggest that efforts to stamp out the habit are failing. In spite of widespread anti-smoking sentiment and increasingly tough restrictions on smoking in public places, the proportion of adults who smoke rose to 25.5 per cent in 1994, up from 25.0 per cent the year before.

US health officials have set a target of cutting the proportion of smokers to 15 per cent of the adult population by the end of the decade, but it is becoming clear they will fall far short of that goal. After declining rapidly in the previous 25 years, the proportion of adults who smoke bottomed out at 25 per cent in 1990 and has remained at about the same level since. The Centers for Disease Control and Prevention, which reports the statistics, said nicotine addiction was the main reason why people were not giving up. It also blamed the fall in cigarette prices that followed a price war in April 1993.

Richard Tomkins, New York

Jamaica takes over bank

The Jamaican government has taken over the island's fifth largest commercial bank, saying that it was poorly managed and the Central Bank could no longer support it. The Century National Bank, which has been having liquidity problems for the past year, had received advances from the Central Bank totalling \$84.25bn (US\$125m) up to last week, said Mr Omar Davies, the finance minister. This level of exposure of the Central Bank could not continue, he said.

The government has also taken over two associated companies - Century National Building Society and Century National Merchant Bank - and the bank's 49 per cent stake in a resort hotel. The deposits of Century National's 50,000 clients have been frozen for 90 days. Mr Davies dismissed opposition charges that the takeover threatened the banking system. "It is the considered view that the temporary closure of Century National Bank poses no systemic risk," the finance minister said.

Carolee James, Kingston

Move to protect key networks

The Clinton administration has urged US industry to join a sweeping drive to protect computer networks and other modern lifelines from attack by terrorists and others. Government and industry must mount the equivalent of the "Manhattan Project" that developed the first atom bomb during the second world war to protect critical infrastructure, Mr Jamie Gorelick, deputy attorney general, told a Senate panel on Tuesday.

President Bill Clinton set the stage for the move on Monday with an executive order setting up a panel to recommend measures to safeguard telecommunications, power systems, water supply, and gas and oil storage and transport. The administration began to focus on the issue after the April 19 1995 bombing that killed 168 people in an Oklahoma City federal office building.

Reuter, Washington

Stork buys Pe unit for FI 30

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COMPANIES AND FINANCE: THE AMERICAS

# News Corp in \$2.5bn deal to buy New World

By Maggie Urry in New York

Mr Rupert Murdoch's News Corporation threw down a challenge to the three long-established US television networks yesterday when he announced an all-paper agreed bid for 80 per cent of New World Communications, worth \$2.5bn. News Corp already has a 20 per cent stake in New World.

The deal, which is subject to regulatory approval, would enable News Corp's Fox Television network to leap-frog NBC, ABC and CBS in terms of the percentage of the population reached through owned and operated stations. It would give Fox coverage of close to 35 per cent of the population, the limit allowed under Federal Communications Commission rules. The networks reach other viewers through affiliated stations.

As a result of the deal, New World has dropped its interest in buying King World, a TV production company.

Mr Murdoch said: "This acquisition continues the momentum towards our goal to become the leading over-the-air free broadcast television network in the US."

In morning trading, News Corp's shares fell 1 1/4 to \$20 1/2

while New World's shares jumped \$4 to \$21 1/2.

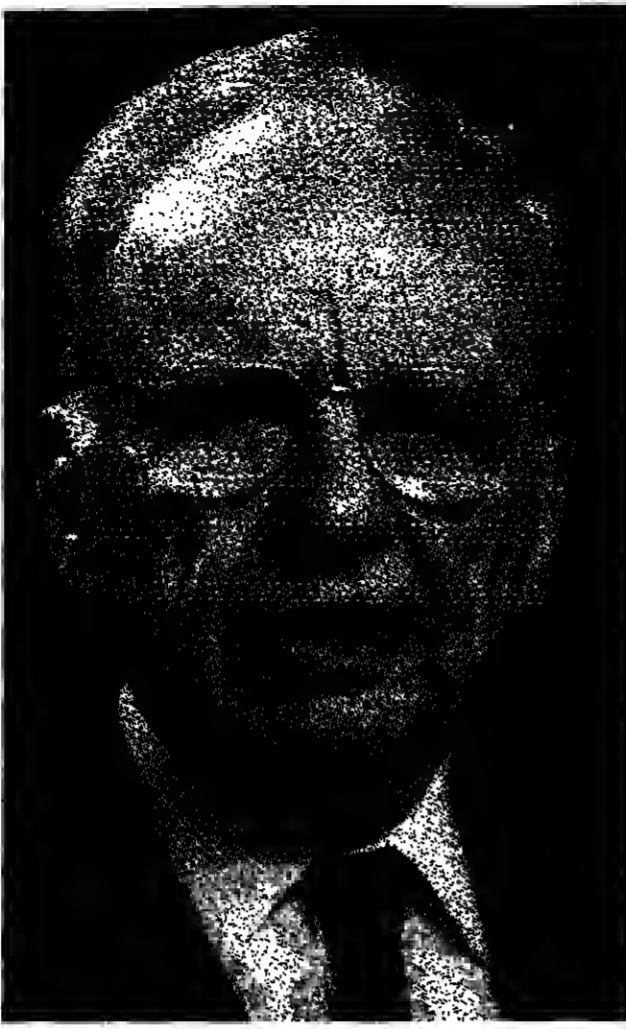
New World, which is controlled by Mr Ronald Perelman, the New York investor and head of the Revlon cosmetics empire, owns 13 stations but has already agreed to sell two to NBC for \$425m. The remaining 10 stations are Fox affiliates, after a deal between Fox and New World in 1994.

Mr William Bevin, chairman and chief executive of New World, said: "The offer by News Corp represents an extremely attractive opportunity for our shareholders to realise the value [of New World]."

Some analysts said the price being paid for the loss-making New World was high. Mr Michael Diamond, executive vice-president of New World, said that under the affiliation deal New World was only obliged to take limited programming from Fox.

Once Fox controls the New World stations, it will own 22 stations, including nine in the top 10 US markets.

Mr Gary Klein, head of the media and entertainment group at AT Kearney, the management consultants, said the deal "makes all the sense in the world" and that Mr Murdoch was pursuing an aggressive and opportunistic strategy, putting Fox ahead of the other three networks in terms of channels of distribution in major markets. News Corp will



Rupert Murdoch: New World deal continues Fox momentum

finance the purchase through the issue of about 117m new preferred limited voting American Depositary Receipts. Lex, Page 12

# AMR and TWA post sharp upturn in second period

By Richard Tomkins in New York

AMR, parent of American Airlines, and Trans World Airlines yesterday opened the results season for US airlines by reporting sharp upturns in second-quarter profits, building on the sector's recent recovery.

AMR had net income of \$83m, up 65 per cent from the previous year's \$102m. Earnings per share rose from \$2.06 to \$3.20 on a fully diluted basis, well ahead of Wall Street's consensus forecast of \$3.13.

TWA reported net profits of \$20.4m after preferred stock dividends, up from just \$1.2m a year earlier. But the company's fully diluted earnings per share of 45 cents fell well short of the expected 55 cents.

TWA went through a reorganisation under chapter 11 of the US bankruptcy code last year, so earnings per share figures for the prior year were not comparable.

US airlines have recently benefited from growth in the US economy. With more demand for air travel, they have been able to fill a higher percentage of seats without the need for ruinous fare sales.

This year, they have also benefited from the expiry of a 10 per cent tax on ticket sales. This expired on January 1 after

the White House and Congress failed to agree on a federal budget.

The expiry of the ticket tax delivered a profits bonanza to airlines, either because they kept fares the same and pocketed the money, or because they lowered fares and attracted more passengers.

Last week, however, the Senate approved a package of legislation that includes a reinstatement of the 10 per cent tax. Once that has been reconciled with a similar House bill and submitted to the president, the tax looks set to return.

Airlines will probably respond by raising ticket prices, but analysts believe that will lead to a fall in passenger numbers and a slowdown in the rate of profits growth seen in the past few quarters.

In the meantime, the airlines are enjoying strong demand for air travel. According to the Air Transport Association, an industry body, passenger traffic rose 5 per cent in April and 7.8 per cent in May, and load factors for June were expected to reach record levels.

In the quarter just ended, American Airlines said its load factor rose from 67.1 per cent to 69.4 per cent and TWA said its load factor rose from 65.9 per cent to 69.8 per cent.

## NEWS DIGEST

### General Electric earnings up 11%

General Electric, America's largest company by market value, produced record earnings in its second quarter with an 11 per cent rise to \$1.9bn. Earnings per share, boosted by a \$8bn share repurchase programme, rose 13 per cent to \$1.13. Revenues rose 7 per cent to \$19.1bn, and net profit margins went from 9.7 per cent to 10.0 per cent. GE said operating profit rose at eight of its 12 divisions, with four - the TV network NBC, medical systems, transportation and motors - showing double-digit increases.

Earnings at GE Capital, the financial services subsidiary, rose 19 per cent to \$683m. There were double digit increases in consumer services, specialty insurance and specialised financing.

Cash flow from operations rose sharply from \$1.6bn to \$3.5bn. GE bought back \$817m of its stock in the quarter, bringing the total to \$4.9bn since its \$9bn buyback programme was instituted in December 1994. Tony Jackson, New York

### Reynolds Metals results dented

Falling commodities prices have dented second-quarter results at Reynolds Metals, the US aluminium smelter and fabricator. Net income in the quarter tumbled 45 per cent, to \$60m, or 81 cents a share. In the 1995 second quarter, Reynolds had earned \$111m, or \$1.51.

Second-quarter sales dipped to \$1.6bn, compared with \$1.9bn in the previous second quarter, even though aluminium shipments rose to 430,000 metric tons, from 426,000 tons in the second quarter of 1995.

"Results were affected by primary aluminium prices 16 per cent lower than the 1995 second quarter, as well as price declines in a number of fabricated products. Continued poor economic conditions in Europe and lingering supply destocking in some markets also affected results," said Mr Richard Holder, Reynolds chairman.

For the first six months of the year, Reynolds net income was \$62m, or 69 cents share, on sales of \$3.5bn. The half-year results were reduced by a charge of \$38m, or 60 cents, taken in the first quarter for an accounting change and to cover restructuring costs. Reynolds earned \$193m, or \$2.64 a share, on sales of \$3.5bn in the first half of 1995.

The company warned that weakness in metals prices may persist longer than first forecast. "We are optimistic that aluminium demand fundamentals will improve later in the year, benefiting from a strengthening US economy and a recovery that is expected to begin in Europe," said Mr Holder. Laurie Morris, Chicago

● Falconbridge, the Canadian nickel, copper, zinc and precious metals producer, posted lower second-quarter and first-half earnings because of weakness in some metal markets.

Mr Frank Pickard, president, said nickel continued to have a very positive outlook. Copper will rebound soon but not to the pre-1995 levels, he said.

Second-quarter earnings were C\$58m (US\$43m), or 33 cents a share, down 18 per cent from C\$72.3m, or 41 cents, a year earlier, on revenues of C\$573m, little changed. First-half earnings were C\$131.4m, or 74 cents, against C\$188.8m, or 96 cents. Revenues were C\$1.15bn against C\$1.19bn. Robert Gibbons, Montreal

### Telefónica in Brazilian bid

Telefónica Internacional, the overseas unit of Telefónica de España, has formed a consortium with a number of other companies to bid for a 35 per cent stake in Brazil's state-owned Companhia Riograndense de Telecomunicações. Telefónica has formed the consortium with its 43.63 per cent-owned Companhia de Telecomunicações de Chile unit and Rede Brasil Sul, a local multimedia group. The sale of the 35 per cent stake in CRT through a public tender is expected to be completed by the end of the year, Telefónica said.

Mr Ignacio Santillana, Telefónica chief executive, told AFP. News that CRT is owned by the state of Rio Grande do Sul and "could therefore be privatised without any need for constitutional changes". A presence in Brazil is considered to be a necessary part of Telefónica's long-term strategy of creating "a pan-American telecommunications network," he said. AFP News, Madrid

### Safra ahead 17% in first half

Safra Republic Holdings, one of the pillars of Mr Edmond Safra's private banking empire, increased its net income by 17 per cent in the second quarter of 1996 to \$46.2m, or \$2.63 a share. First-half net income of the Luxembourg-based holding company, which controls one of Switzerland's biggest private banks, increased by 14.4 per cent to \$90.3m, or \$5.13.

Net interest income in the first half rose by 10.6 per cent to \$126.0m and other operating income rose by 21.6 per cent to \$36.6m. Operating expenses rose 9.3 per cent to \$83.6m in the first six months. The group's total assets have risen by 17.5 per cent to \$15.6bn since June 1995 and total shareholders equity is up by 13.7 per cent to \$1.49bn, or \$94.55 a share. William Hall, Zurich

# Strong demand lifts Computer Associates to record

By Louise Kehoe in San Francisco

Computer Associates reported record results for its first fiscal quarter, buoyed by strong demand for its "client-server" software products used on networks of computers.

Revenues for the quarter ended June 30 jumped 37 per cent to \$792.1m from \$577.5m in the same period last year. Net income was \$119.8m, or 47 cents a share, an increase of 35 per cent over \$88.5m, or 35 cents, in the

first quarter of fiscal 1996. Per share amounts adjusted for a three-for-two stock split effective July 15 were 32 cents for the latest quarter, versus 23 cents a year ago.

Earnings were well above Wall Street estimates of 42 cents a share and CA opened yesterday at \$64, up almost 15 per cent from Tuesday's close of \$40.7. By mid-session CA had given up some of its gains to \$45.

CA's results, together with higher-than-expected second-quarter earnings

from Intel, the leading semiconductor manufacturer, and strong sales growth at Informix, one of the leading suppliers of computer database software, helped to fuel a rally in US high-tech stocks, which have been down sharply over the past few days.

"Sales grew across the board and in all geographies," said Mr Sanjay Kumar, president and chief operating officer. The company had seen no signs of market weakness, he said. "Our industry is very strong," said

Mr Kumar. Investors' concerns about apparent weakness in the information technology sector have been overly influenced by the profit warnings issued by some companies over the past few weeks, he said. "Unfortunately, the bad news has to come out first."

Demand for client-server software, used on networks of personal computers linked to servers, was very strong during the quarter, with revenues up 60 per cent, Mr Kumar said. In particular, software for high performance computers running the Unix operating system and mid-range computers running Microsoft's Windows NT is selling well, he said.

Mr Kumar also attributed the company's first-quarter strength to a reorganisation, begun in April, in which the company created independent business units to address different segments of the software market and a new sales division to focus on smaller accounts.

# Cost cuts bolster BankAmerica

By Richard Waters in New York

BankAmerica, the California-based banking group, continued the string of generally positive second-quarter earnings news from US banks with a 12 per cent increase in net income, to \$723m, and an 18 per cent advance in earnings per share, to \$1.64.

Like its competitors, BankAmerica managed to bolster its results through by cost-cutting. Excluding one-off events, its operating expenses rose by less than 1 per cent from a year before. Share buy-backs also contributed to the earnings increase.

The bank's revenues, meanwhile, advanced by 7 per cent, to \$3.5bn.

Loan growth was almost entirely cancelled out by a lower net interest margin, which fell from 4.54 per cent to 4.27 per cent, resulting in an advance of only 2 per cent in net interest income.

Non-interest income, meanwhile, rose \$183m, or 16 per cent, to \$1.3bn, though \$82m of this came represented an after-tax gain from the sale of a Hong Kong subsidiary.

The bank's latest results were also aided by a decline in regulatory fees, as a result of the lower deposit insurance premiums now being levied on US banks by the country's Federal Deposit Insurance Corporation.

That led to a \$66m decline in overall non-interest expense, to slightly less than \$2bn.

# HBC plays to its regional strengths

Asian links help bank outperform Canada's Big Six, says Bernard Simon

A Hongkong Bank of Canada branch in Vancouver's Chinatown brought forward its opening time by one hour a few years ago as a courtesy to passengers arriving on Cathay Pacific's early morning flight from Hong Kong.

That gesture offers a number of clues to how the wholly-owned subsidiary of HSBC Holdings, the international financial services group, has achieved a measure of success that has up to now eluded foreign banks in Canada.

HBC has become the only foreign bank to succeed in nipping the heels of Canada's six big domestic banks in the retail market. Citibank and Standard Chartered are among others that have tried, but failed.

With assets of C\$20.5bn (US\$14.95bn) and 115 branches, HBC is now by far the biggest of the 40-odd foreign banks operating in Canada. It is still a minnow, however, compared with its domestic rivals. National Bank of Canada, the smallest of the Big Six, has assets of C\$60bn, and the six banks between them have about 7,000 branches.

Mr Bill Dalton, who helped set up HBC 15 years ago and is now its president and chief executive, says: "We are not setting out to be big; we are setting out to be profitable and efficient."

HBC has consistently outperformed the domestic banks. Profits have grown for the past 10 years in a row. Its 17.8 per



Bill Dalton: bank setting out to be profitable, not big

cent return on equity in the 12 months to October 1995, rising to 18 per cent in the first half of fiscal 1996, was higher than any of the Big Six.

Royal Bank of Canada, the country's biggest financial institution with 10 times HBC's assets, produced a 17.5 per cent return on equity in the six months to April 95.

Foreign banks, most of them based in Toronto or Montreal, have typically started by targeting corporate customers. But HBC, whose head office is in Vancouver, focused from the outset on the stable retail market, which makes up about 40 per cent of its balance sheet.

Its growth has been propelled by several acquisitions over the past decade, including the local subsidiaries of Australia's ANZ Bank, the UK's Lloyds Bank and, most recently, Barclays.

The inroads it has made in the retail sector stem in part from an advantage that no other financial institution can match - a virtually unassailable foothold in Canada's expanding Asian community.

HBC estimates that Asians, mainly immigrants from Hong Kong, account for 30-35 per cent of its business.

According to a competitor, "they made a good strategic move right at the beginning by targeting the segment they're good at". The competitor says, for instance, that HBC branches in Toronto's Chinatown are staffed entirely by Asians, and are decorated in much the same way as Hongkong and Shanghai Bank branches in Hong Kong and other parts of Asia.

At the same time, HBC's international connections help it draw commercial business from the domestic banks' traditional customer base. "No one can process trade finance documentation in Asia like us," Mr Dalton says.

HBC maintains close links with its US sister bank, Marine Midland, whose head office is a stone's throw away from the US-Canada border in Buffalo, New York. Marine Midland's chief executive, Mr James Cleave, was previously in charge at HBC and the two banks regularly exchange staff.

HBC has built on its strengths by offering a widening array of services. Over the past two years, it has set up

discount brokerage, asset management and insurance operations, purchased a trust company, and bought the 49 per cent it did not already own of James Capel Canada, its securities arm.

According to a recent Canadian Bankers Association survey of small and mid-sized businesses, 46 per cent of respondents said they were "highly satisfied" with HBC's service. The highest scoring domestic bank was Bank of Nova Scotia, with 37 per cent. Some 87 per cent expressed general satisfaction with HBC, also well ahead of any domestic rival. Surrey Metro Savings, a credit union in the Vancouver area, describes HBC as "a strong competitor" and "one of the most service-oriented banks".

But another competitor points to shortcomings in such specialised services as real estate and mergers and acquisitions. HBC's ability to capture more customers through its relatively small branch network is also limited.

However, Mr Dalton has no ambition to open new branches at a time when electronic and telephone banking appears to be the wave of the future. HBC has invested instead in a large call centre on the outskirts of Vancouver to handle phone and on-line queries.

Mr Dalton says there is little chance of HBC offering a slice of the Canadian unit to the public. But, he says, "if an appropriate acquisition came along, we would look at it".

All of these securities having been sold, this announcement appears as a matter of record only.

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July 1996

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## National Mutual brings forward demutualisation

By Nikki Talk in Sydney

National Mutual, Australia's second largest life insurance group, announced yesterday that it would list on the Australian and New Zealand stock markets in October.

It will become the country's first large life company to complete a demutualisation scheme, beating rival Colonial Mutual group, which plans to begin the process later this year. The AMP Society, Australia's largest life insurer, is also looking at the merits of demutualising - turning itself from a company belonging to policyholders to a conventional shareholder-owned one.

National Mutual is likely to be valued at upwards of A\$2bn (US\$1.58bn) and a controlling 51 per cent interest will be held by Axa, the French insurer.

National Mutual won policyholders' approval for the demutualisation scheme last August and pledged to list its shares by October 1997 at the latest. But Mr Geoff Tomlinson, managing director, said yesterday that National Mutual saw no reason to delay. "The management team felt that the fundamentals were there," he said.

Mr Tomlinson acknowledged that current stock market conditions did not look too favourable - the Australian market tumbled to a seven-month low this week - but said that the process of first allocating

"free" shares to policyholders, as from Monday, and then selling shares not taken up to other investors, would mean a long offer period.

"We'll be out in the market for an extended period of time, and obviously things will go up and down. I don't really see this as a standard initial public offering - we've got Axa there with 51 per cent," he said.

Letters telling policyholders how many shares they are entitled to will go out next week, and they will be able to opt either to accept these or have the shares sold on their behalf. National Mutual Life has around 1.2m policyholders in Australia and New Zealand, and about one-third of these will get the minimum allocation of 200 shares.

Shares not retained by policyholders will go into a two-part offer for sale, with a public offer opening on September 9, and an institutional offer following on October 2. The public sale price will be set at the lower of the retail application price and the institutional sale price.

National Mutual accompanied news of the October listing with a forecast of a A\$196m after-tax profit for the year to end-September. This compares with a restated A\$115.5m figure in the year to end-September 1995, and A\$230.6m in the previous 12 months. The company made A\$131.5m in the six months to end-March.

## Renault's prospects hinge on room for manoeuvre

Investors in the French carmaker have seen the value of their holdings tumble as misfortunes have piled up, report David Owen and Haig Simonian

Renault, the French carmaker, is developing a device to stop drivers falling asleep at the wheel. Shareholders could be forgiven for hoping the company's top brass have it installed in their offices.

This year has been one to forget for the group, a majority of whose shares are now back in private hands for the first time in more than half a century.

The latest misfortunes came with the European sales figures earlier this week. They showed Renault's January-June market share fell from 10.6 per cent to 9.7 per cent. While new car registrations in Europe rose by 4.8 per cent, Renault's sales fell by 3.9 per cent.

The poor data were the latest in a string of mishaps. These began in January with reports that Mr Louis Schweitzer, Renault chairman, had been placed under investigation in connection with a political wire-tapping scandal dating back to the mid-1980s.

Since then, bad news has continued to flow.

In mid-January it emerged that Renault-Oyak, the Turkish joint venture, was to halt production temporarily because of a 50 per cent drop in sales.

In February, the company announced plans to scrap 1,640 jobs at its French plants.

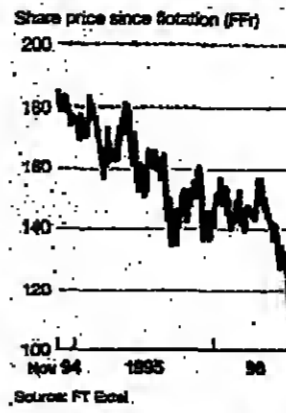
March brought the announcement of a 41 per cent fall in 1995 net profits. This included a FF1.7bn (€336.8m) operating loss in cars, blamed on weak European demand, currency depreciations and the introduction of the Mégane, the company's crucial new mid-sized range. A week later, its listed Spanish carmaking subsidiary reported a 64 per cent drop in 1995 pre-tax profits, attributed to a price war.

In late May came the decision to modify some Mégane models following persistent reports by some French motoring magazines that the vehicle was unstable in certain conditions. Car testers who had defended the Mégane derided Renault for first resisting, and then buckling under the pressure while always defending the car as sound.

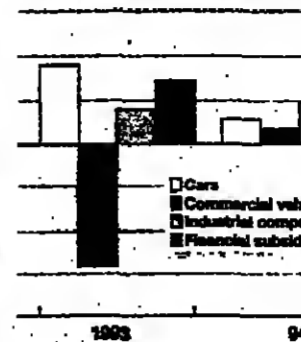
The following month, the group announced it was to quit Formula One motor racing - where it has been conspicuously successful - at the end of next season. Renault said that, having supplied engines to four constructors' championship winners since 1989, the only likely subsequent course was downwards. Observers noted the move would also save a lot of money.

With July now marred by the poor market share figures, it is scarcely surprising Ms Sabine Blinnet, car industry

### Downhill at Renault



### Operating income/loss (FFf bn)



analyst at IMI Sigaco in London, says there is "hardly anything which gives me confidence to see a big improvement".

No less surprising is the fact that Renault shares have fallen by nearly 18 per cent this year.

times, with which the shares are intimately linked - especially Renault's stock is clouded by the fact that Sweden's Volvo still owns 11.4 per cent of the company, the legacy of a failed merger attempt. Volvo is anxious to offload - just as

than 50 per cent of its capital want to sell.

In the light of so many setbacks, what chance is there of an upturn?

Analysts are not optimistic. "The problem with Renault", says Mr John Lawson of Salo-

## Greater competition from more modern cars is biting into Renault's share of the potentially high-margin market for executive models

The stock has even fallen FFf19 below the level at which a group of financial institutions recently bought into the company's capital in the landmark deal that took the state's holding below 50 per cent. Meanwhile, investors who paid the FFf165 issue price in Renault's November 1994 initial public offering have seen the value of their holdings fall by nearly 30 per cent.

The chances of any quick upturn in the share price - or in Renault's commercial for-

soon as the share price reaches what it deems an acceptable level. In mid-May, Volvo indicated the then share price of FFf149.90 was "too low". Yesterday the shares were languishing at FFf115.8.

The French state could also be a seller. It is still thinking of divesting its remaining 46 per cent holding when market conditions permit. This leaves Renault in the unenviable position of knowing that the owners of more

modern Brothers, "is doubts about some of the fundamental positions of the company being combined with some pretty hairy reductions in market share".

The group remains, by common consent, too heavily focused on France - a country that, Mr Lawson notes, "seems to be the centre of a [motoring] price war".

Moreover, the successful Clio compact hatchback is showing its age, despite a recent facelift. And the Clio's market seg-

ment - which has performed relatively strongly in France because of a government sales incentive scheme favouring small cars - has become particularly competitive with the debut of attractive and keenly-priced vehicles from Volkswagen, Fiat and Ford.

Greater competition from more modern cars is also biting into Renault's share of the potentially high-margin market for executive models, such as the Safrane, and multi-purpose "people carriers" like the Espace.

To set against that, Renault's commercial vehicle sales appear to be holding up well, although some analysts fear the European market may be slowing.

And management has shown it can fight back in the past. Renault was one of only three European carmakers not to book a loss in 1993; the following year it announced it had eliminated its debts, as well as recording net earnings of FFf4.6bn - more than triple the 1993 figure.

The company should also benefit from the gradual appearance of the full Mégane range, including a conventional four-door saloon and an innovative "people carrier". A new Espace is also on the way, while the Safrane is due for a facelift.

In longer term, though, perhaps the most significant factor for Renault's prospects will be whether Mr Schweitzer really is given "the same capacity for strategic manoeuvre as his competitors" - a pledge made by the government when its decision to take its stake below 50 per cent was announced.

## Philippines bourse chief to quit

By Ian Macdonald in London and Rauter in Manila

Mr Eduardo de los Angeles, president and chief executive of the Philippines Stock Exchange, yesterday announced he would not be seeking reappointment when his existing contract expires.

A year ago, Mr de los Angeles was widely expected to be appointed chairman of the Securities and Exchange Commission in Manila following the acrimonious departure of Ms Rosario Lopez, but President Fidel Ramos surprisingly appointed one of the existing commissioners.

Mr de los Angeles decided to stay at the PSE, which was formed three years ago as a result of merging the rival Manila and Makati stock exchanges.



Eduardo de los Angeles: plans to return to law practice. He has played a leading role in bringing the two trading floors under one roof since the merger at a time when the PSE was among the fastest growing

exchanges in the Asia-Pacific region.

Yesterday, however, Mr de los Angeles, a 54-year-old corporate lawyer, announced his intention to leave. "My contract ends on September 1 and my intention is to go back to law practice," he said.

Mr de los Angeles said he would ensure the start of a central depository before he left. "The plan is that we will start putting in government securities on August 15 and shares of at least one company by the end of August," he said. A depository would do away with the need for share certificates and reduce the amount of paperwork.

He said the PSE's board had already chosen his successor, but he declined to name the person until the choice was finalised.

## Cutback by chip makers widens

By William Dawkins in Tokyo

Two more Japanese semiconductor makers, Toshiba and Fujitsu, have announced production cuts in response to the fall in chip prices.

Fujitsu will cut production of four and 16-megabit dynamic random access memories (D-Rams) by 20 per cent, by closing some Japanese production lines for a week in August. Toshiba said its output of

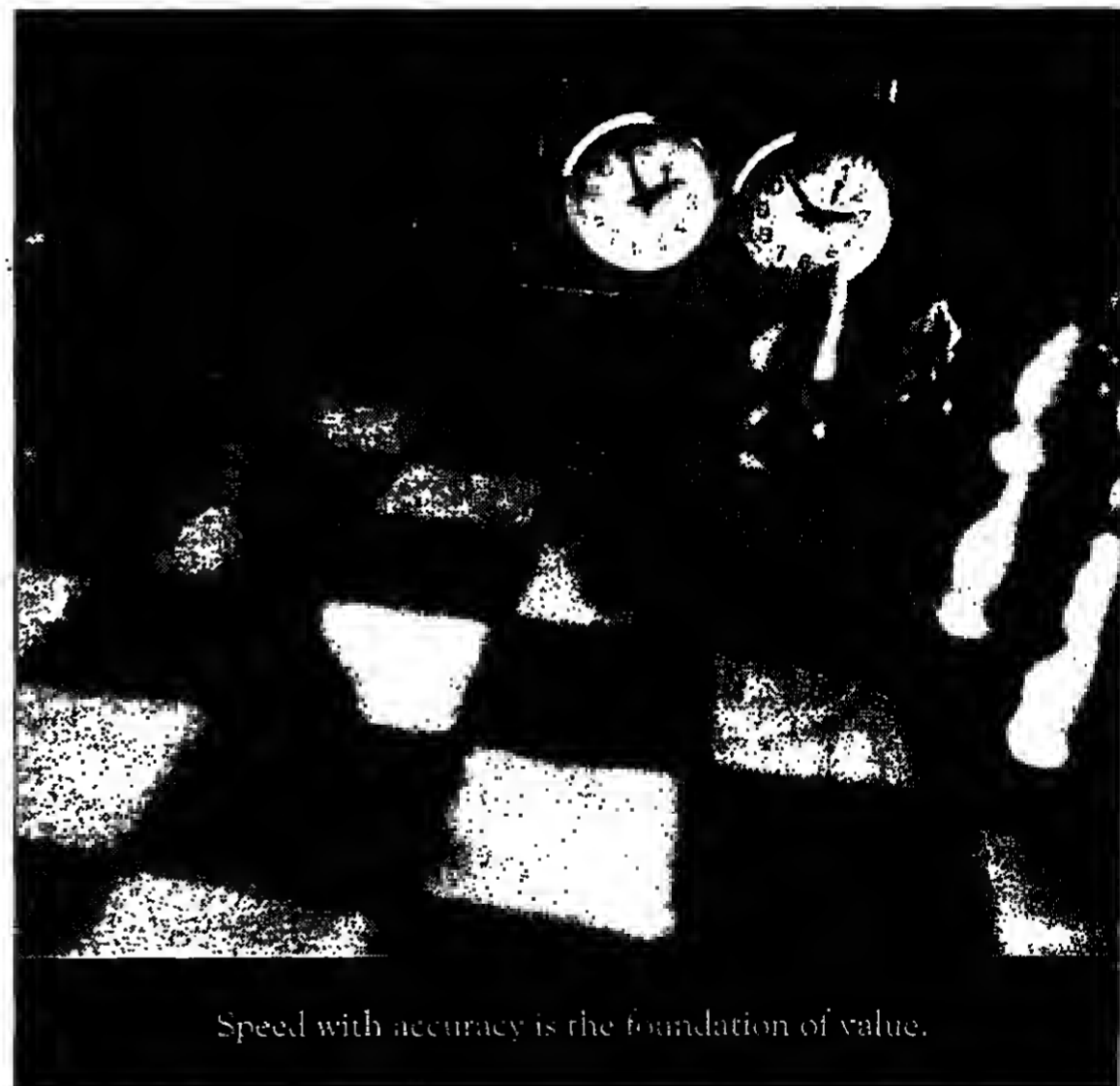
D-Rams would fall next month, due to temporary closure at two of its five Japanese plants. These are the latest in a series of production cuts by chip makers around the world, including Japan's Hitachi, Mitsubishi and NEC.

If continued, the cuts would enable the Japanese semiconductor industry, which represents just over 40 per cent of world supply, roughly to halve its own 15 per cent surplus by

the year-end, according to industry analysts in Tokyo.

Earlier this week, Hitachi, Japan's biggest chip maker, said it had halted production at a new plant and postponed investment in new capacity. Rockwell International of the US said it would delay production start-up for at least a year at a semiconductor wafer factory being built in Colorado Springs.

Lex, Page 12



These securities have been previously sold. This announcement appears as a matter of record only.

July 5, 1996

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COMPANIES AND FINANCE: EUROPE

Stork buys Fokker Aviation for Fl 302m

By Gordon Cramb in Amsterdam
The dismantling of Fokker, the failed Dutch aircraft maker, began in earnest yesterday as the receivers sold its profitable components and maintenance division to Stork, a domestic industrial group.

retroactive to that date. Fokker collapsed when Deutsche Aerospace, its controlling shareholder, refused in January to inject further funds. Potential bidders for the aircraft manufacturer have examined its books, with some arguing that removing the relatively consistent revenue stream generated by the services side made a takeover less attractive.

industries as well as supplying the Fokker fleet and Airbus. Stork, which last month was granted an exclusive option to buy the unit, has operations spanning printing and packaging, industrial components, engineering and contracting. The group, which made net profits last year of Fl 106m on sales of Fl 4.12bn, has had no previous involvement with the aerospace industry.

Stork is active. The acquisition would add some Fl 600m to turnover this year and would already make an unspecified contribution to earnings. From next year, helped by contracts to update older F-16s, Fokker Aviation revenues are projected at Fl 800m and profitability would match Stork targets for its other businesses.

Yakovlev of Russia is the most recent international aerospace group to have expressed interest in Fokker, saying last week that it was contemplating a Fl 370m offer.

Dax move drives up shares in Munich Re

By Andrew Fisher in Frankfurt

Shares of Munich Re, the world's largest reinsurance group, rose sharply yesterday after the decision to include them in Germany's Dax index of 30 blue chips.

Deutsche Borse, which runs the Frankfurt stock and futures exchange, said on Tuesday that Munich Re and Deutsche Telekom, which comes to the market in November, would join the Dax.

Munich Re's shares rose DM63 to close at DM3,319. The company said on Friday, when it announced higher than expected results for its financial year, that it expected to join the Dax. Its shares have advanced recently, as institutions that track the index bought ahead of the decision.

Both Continental, whose shares were 63 pfennigs, or 0.033 per cent, higher at DM33.62, and Metallgesellschaft, up DM1.55 (8 per cent) to DM26.50, will become part of the MDax, comprising 70 medium-sized issues.

Also moving into the MDax will be Tarkett (floor coverings), Puma (sports shoes and clothing) and Rhin Klinikum (health care). Bremer Vulkan, the ailing shipbuilder, Linotype Hell (digital pre-press equipment) and DLW (office furniture and floor coverings) will be leaving the mid-cap index.

SGS-Thomson posts 53% rise at midway

By David Owen in Paris

SGS-Thomson Microelectronics, the Franco-Italian semiconductor manufacturer, yesterday reported "record market share gains" as it unveiled a 53 per cent advance in first-half net earnings.



Pasquale Pistorio: impact of pricing pressures partly offset by strong demand for specialist products

Mr Pasquale Pistorio, chief executive, said he estimated the company would represent "approximately 3 per cent of the worldwide semiconductor market" in the second quarter.

He added that the company's second-quarter results, when net earnings climbed 43.8 per cent from year earlier levels, were achieved at a time of difficult market conditions, with total industry sales expected to be down on the figures recorded in the first quarter.

sures "particularly in June", the impact had been partly offset by strong demand for its specialist products, such as microcontrollers.

Third-quarter revenues are expected to be above the \$222.6m recorded in the corresponding period of 1995, but below the second-quarter 1996 figure. The gross margin is expected to be lower than

the 40.1 per cent achieved a year ago.

Net earnings for the six months ended June 29 totalled \$351.1m on sales of \$2.06bn, against \$229.5m on sales of

\$1.64bn in 1995. Earnings per share rose from \$1.78 to \$2.53. The 1996 figures included a gain of \$7.3m on the disposal of an investment.

Second-quarter net earnings rose from \$122.8m to \$176.1m, with earnings per share rising from 95 cents to \$1.27.

Gross profit margins in the quarter reached an unusually high 44.4 per cent, against 40 per cent in the second quarter of 1995. This was attributed to a favourable product mix and a higher rate of utilisation of manufacturing plant.

Rewe gains E Europe foothold with DM1bn buy

By Judy Dempsey in Bonn

Rewe, the large German food retailing chain, is well-positioned for expansion in the European market, including eastern Europe, after its acquisition of Billa, one of Austria's biggest food retailing groups.

sales of DM77bn in 1995 and has a network of 1,600 branches with 18,000 employees.

Rewe's decision to buy Billa reflects the saturation in German retailing, particularly in the food sector. "Germany is so incredibly saturated in terms of food retailing that retailers have to go outside for higher earnings," said Ms Claire Kent, analyst at Morgan Stanley.

that Rewe and other retailers are no longer assured of sustained growth from current operations, unless they are prepared for a price war. "It's a simple fact that the retailers are looking outside Germany for growth," said Ms Kent.

In recent months Austria has been a prime target, not only for Rewe, but also for Horbach and Asko, the DIY groups, and other German retailers. Rewe has followed this trend, and gone further by diversifying into television.

per cent stake in Pro-7, the German commercial television network. One of the fastest growing channels in the country, it may be listed on the stock exchange later this year.

Last year, Pro-7 and Quelle, Germany's largest mail order group, jointly set up HOT, a home-shopping television network. HOT is already broadcasting on certain frequencies throughout the country, and although it is in the early stages of development, analysts believe Rewe may use HOT to promote its products,

with Billa becoming involved later.

Billa will be crucial for Rewe's strategy of expansion in another way: it will establish a foothold in eastern Europe where Billa has branches in Hungary, Poland and the Czech Republic.

Advertisement for Hellenic Telecommunications Organization S.A. (OTE). Includes logo, text: "Offering of 31,974,073 Shares", "Issue Price of Drs 4,000", "Global Co-ordinator The National Bank of Greece". Lists lead managers: Barclays de Zoete Wedd Limited, HSBC Investment Bank Limited, Salomon Brothers International Limited.

Fibre maker gives dress rehearsal for privatised Poland

Stilon tests independent management and financing

Poland's mass privatisation programme (MPP) leapt ahead this week with the start of trading on the Warsaw stock exchange in the coupons which entitle Poles to shares in the 15 investment funds set up last year.

The move is a prelude to the flotation of the funds on the bourse next year. The 15m Poles who have already taken up their coupons at a nominal price of 20 zlotys will be able to exchange them for shares in the funds, which manage 512 formerly state-owned companies. The coupons' market debut saw them traded at 104 zlotys before falling to 95 zlotys.

The programme got under way last year when foreign investment banks, working with local partners, were given management roles. They were there to facilitate capital inflows and ensure the companies were restructured.

It has, however, created waves politically, as government-appointed supervisory boards for some of the 15 funds fought with local and foreign management companies appointed to run them. The internal strife appears to be abating, but the main test for the programme will come in companies like Stilon, a synthetic fibres manufacturer in western Poland, its main factory is the jewel in the crown of the No 2 Fund, managed by UNP, a small Canadian investment fund partnered by the recently privatised Bank Gdanski and Murray Johnstons, the Glasgow-based investment management company.

Since the early 1990s Stilon has controlled most of the local market supplying garment manufacturers, as well as yarn for industrial uses. Unlike many of the companies in the MPP, it appears to have the worst of its problems behind it.

The challenge facing No 2's managers - led by Mr Jan Bossak - is whether they can bring about the changes needed to allow it to

face EU competitors.

Mr Janusz Gramza, its 50-year-old managing director, has been in place since 1988, surviving Poland's transition from communism and a near-fatal decline at the company in the early 1990s. It then saw its domestic textiles market collapse as demand from the former Soviet Union dried up. Losses mounted as Mr Gramza waited for the government, advised by Bankers Trust, to find a strategic investor, but this failed. Realising he was on his own, he decided to restructure Stilon.

In its heyday, the company employed 16,000 in a town of 120,000 inhabitants, and provided housing, transport and other services and facilities. Cost-cutting ended all this and left the workforce out to 4,500. Local banks and creditors agreed to cut the company's debts, providing further relief. Some divisions, such as transport, were spun off into separate companies, while empty production areas were rented to outside investors.

The revamp coincided with an economic upturn that lifted production from its low of 27,000 tonnes in 1993 to 45,500 tonnes in 1995. These translated into sales worth 381m zlotys (\$140m), which produced a small profit.

Last May, Stilon signed an agreement with Akzo Nobel, the Dutch chemical fibres producer, to lease production space. Talks are now under way with Nilstar, a joint venture between Rhone-Poulenc of France and Snia Viscosa of Italy, on a similar deal.

Mr Gramza wants the No 2 investment fund to provide him with "markets, capital and consulting advice". He is seeking bank loans worth \$50m to modernise machinery. The fund doubts whether Stilon's investment plan can be financed without a strategic investor.

Indeed, as in many of the 15 funds, top executives at Stilon and the fund managers are trading carefully, aware that if they put a foot wrong to speed up change, a damaging conflict could ensue.

Christopher Bobinski

NEWS DIGEST

Solid overseas sales help bolster Quelle

Quelle, the German mail order group, yesterday reported a 30 per cent rise in pre-tax profits despite a 1.4 per cent fall in domestic sales. Pre-tax profits for the year ended January 1 1996 rose from DM65m to DM110m (\$73.7m), but sales dropped from DM12.28bn to DM12.11bn.

Sales in some markets outside Germany, however, rose by as much as 8.3 per cent. In France and Austria, the increase was only 0.9 per cent and 1.2 per cent, respectively. Overall, foreign sales advanced 2.3 per cent, from DM1.63bn to DM1.67bn, confirming that Quelle's non-domestic activities are becoming increasingly important.

Mr Gunter Moissl, board member responsible for finance, said Quelle was able to maintain strong pre-tax profits because of improved productivity and pricing structures. "The company benefited from the new Leipzig warehouse which came into operation late last year. However, analysts cautioned yesterday that Germany's mail order groups would be hard pressed to maintain strong profits and sales this year. "This part of the retailing sector is really under pressure," said one.

"Not only is it becoming more competitive - it is up against an environment which is not conducive to any great push in consumer spending."

N America props up Esselte. Improved sales in North America helped Esselte, the Swedish office supplies group, overcome sluggish demand in Europe and the negative impact of a stronger krona. Pre-tax profits in the first half rose from SKr257m to SKr296m (\$44.5m), aided by debt restructuring and lower interest charges. Operating profits dipped from SKr322m to SKr311m, while sales dropped 7 per cent to SKr5.7bn from SKr5.1bn last time.

The company, whose brands include Dymo labelling tools and Letraset, said turnover advanced 2 per cent after allowing for currency factors. However, sales were weak in Germany and France. Esselte's two largest and most profitable European markets, Mr Bo Lundquist, chief executive, said the group was planning acquisitions to bolster the office products division, which contributes 60 per cent of revenues. New sales companies will open in the Czech Republic and Hungary during the autumn.

"We are in a good financial position, which will allow us to implement our aggressive strategy for growth," Mr Lundquist said. The company reported substantially improved sales in Canada and the US, due to better penetration of "superstore" retail chains. Esselte also benefited from the restructuring of its US distribution network. Operating profits in the office products division grew from SKr210m to SKr217m, but "basic" sales of Dymo were unable to prevent a slide in operating profits in the labelling systems unit, from SKr3m to SKr3m.

Tesco cools on French rescue. The prospect of a "white knight" bid by Tesco, the UK supermarket chain, to save the French retailer Docks de France from hostile takeover was fading last night. The UK group is understood to have cooled to the idea of a rescue, which could cost it as much as £2.5bn (\$3.9bn). However, it has not entirely ruled out an intervention. "It is looking less likely, but not impossible," a source close to the company said.

Docks de France, which owns the Mammouth hypermarket chain, is under siege from Auchan, a privately-owned retailer which has already acquired a 17 per cent stake. French stock exchange rules mean Tesco will have to move before next Tuesday if it wants to mount an alternative bid, which would almost certainly involve a big rights issue.

Meanwhile, Mr Christophe Dubrulle, Auchan's chairman, contributed to the war of words between the two companies by suggesting the Docks de France management had lost its "savoir-faire". Interviewed in Le Figaro newspaper, Mr Dubrulle also signalled his opposition to an alliance between Docks de France and a non-French chain, saying such a link would be "harmful to all our national suppliers".

Greek shipbuilder under pressure. Hellenic Shipyards, the loss-making Greek state shipbuilder, has invited Brown & Root, the UK engineering and project management group, to discuss terms for a five-year management contract. The Greek group is looking for an international manager under a restructuring agreed with the European Union. The offer was made after negotiations with VSEL, the UK shipbuilders, collapsed last week.

The yard's business plan calls for fresh investment of Dr12bn (\$50.7m), of which Dr3bn would be covered through bank loans, with the remainder coming through government subsidies and employee contributions. The shipyard's 2,300 employees earlier this year acquired a 49 per cent equity stake in the company from ETVA, a state-owned development bank which has retained the other 51 per cent.

Brown & Root worked with VSEL in a public tender, but dropped out after Hellenic rejected the condition that a submarine-building programme for the Greeks navy should be included in the business plan. However, Hellenic is under pressure to install an international manager quickly, after missing a March 31 deadline set by the European Commission for completing the restructuring. Alpha Finance, the investment banking arm of Greece's Alpha Credit Bank, is advising on the appointment.

Counterbid for Montefibre. A counterbid has been launched for Montefibre, the Italian synthetic fibres group, by the Miroglio and Verzoletto families, who have offered L1,300 a share for 51 per cent of the company. A previous bid was made by Fininvest, a holding company for the Orlandi family textile group, at L1,200 a share for 45 per cent of the capital. Enichem, the chemicals subsidiary of Eni, Italy's state-controlled oil, gas and chemicals company, recently sold its 66.4 per cent stake of Montefibre's ordinary shares and 46.5 per cent holding of savings shares for L1,100 each through private and public placements, according to press reports.

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## COMPANIES AND FINANCE

# Somerfield float given impetus by 43% rise

By Christopher Brown-Humes

Somerfield, the UK's fifth largest supermarket group, has given impetus to its flotation plans by announcing a 43 per cent rise in annual operating profits and continued momentum in the current year.

The group, formerly known as Gateway, achieved better-than-expected operating profits of £100.5m (£157m) for the year to April 27 - despite virtually flat sales of £3.16bn (£4.9bn).

Somerfield benefited from a 1 percentage point rise in its gross margin, increased efficiency, and an estimated 3 per cent rise in like-for-like sales at its upgraded Somerfield stores.

But there was a 4 per cent fall in like-for-like sales at the older Gateway stores, which are steadily being converted to Somerfield formats. There was also a disappointing performance at Food Giant, the discount store chain, where com-

parable sales dropped by as much as 5 per cent.

Somerfield's figures build on its recovery since 1993, when it was close to collapse under the debt problems of its owner, Isoceles.

However, total like-for-like sales growth last year lagged the industry average of more than 5 per cent. And although the operating margin recovered to 3.2 per cent from 2.2 per cent, it is still well below the 7 to 8 per cent level achieved by the sector leaders.

Somerfield will not provide a pre-tax figure until it presents its flotation prospectus, complete with a pricing range, later this week. However, after estimated interest and exceptional charges of £15m, pro-forma pre-tax profits would come out at about £56m, and after-tax profits at about £37m. If the group is valued on a pie of between 9 and 10 - as analysts expect - it could

expect to raise between £512m and £570m through the flotation.

However, the group has run into a more difficult new issues market and some analysts remain concerned about its weak brand name, its emphasis on the high street as opposed to out-of-town stores and its lack of sustained record of improving profit.

Mr David Simons, chief executive, dismissed suggestions that the flotation was facing difficulties, but admitted some institutions had expressed concerns about long-term growth prospects in a fiercely competitive market dominated by stronger competitors.

He said the group had had "very positive" feedback from institutions and noted that 80,000 Somerfield shoppers had registered an interest in the sell-off. He suggested pricing had to be realistic.

Mr Simons said the group



David Simons: 80,000 Somerfield shoppers interested in sell-off

had made "an excellent start" to the current year, with a higher rate of sales growth than last year. He said: "There is more buoyancy in the market, our brand is getting more established and we have more converted stores."

At the end of the financial

year, the group had 343 Somerfield stores, 238 Gateway stores and 28 Food Giants. It has since switched 20 Gateways to the Somerfield format. The group plans to complete its store conversion programme, which has already cost £175m, by the end of next year.

# Globalisation stirs Swiss to shake up

Banks face new challenges, writes Norma Cohen

Whatever is happening in Switzerland? For decades, the quiescent clientele of the Swiss banks' fund management arms have been content with a service aimed at guaranteeing their capital and anonymity.

But in recent weeks, two of the three largest banks, Swiss Bank Corporation and Credit Suisse, have announced a shake-up of their corporate structure which includes a reorganisation of their asset management divisions.

Credit Suisse's move, which came only last week, effectively splits the fund management operations into two distinct corporate entities. These are Credit Suisse Private Bank, which will focus on the bank's domestic Swiss activities, and Credit Suisse Asset Management, an autonomous division within the group's institutional banking arm, Credit Suisse First Boston.

Credit Suisse has not yet talked about the reorganisation's rationale, except for a pronouncement that: "The new structure responds to increasing globalisation and the needs of the group's markets."

But some data from MicroPal, which measures the performance of retail investment funds, offers some interesting insights into the strengths and weaknesses of the CS business.

The bank's Swiss domestic equity fund ranks in the top quartile of similar funds owned by 13 leading foreign exchange banks, becomes a fully integrated company with full control over its support functions.

Previously, CDR provided operations, maintenance and technical services to EBS, but the activities of the two were not always fully harmonised. Now, EBS will be in a position to harness CDR's capacity to its own purposes.

Mr Peter Harcko, chairman of EBS, said: "We expect to quickly realise the benefits of the unified business as we work together on product enhancement, focused marketing and distribution and we intend to maintain and improve our market position."

EBS and Renters 2000-2, the other electronic broking system, have made large inroads into the foreign exchange market. Together they are believed to have about a 40 per cent market share in the spot broking business.

SBC, which announced an almost identical structural reorganisation six weeks earlier, cites the changing marketplace as part of its rationale. It has created a global institutional business, SBC Brinson, built around its US acquisition, Brinson Partners, which has an expertise specifically in international equities. It also formed a domestic business which covers the private client asset management divisions.

Moreover, the advent of new pensions laws in Switzerland has increased the demand for fund management.

"Because of the introduction of compulsory pensions (in 1988), Switzerland has become one of the most important asset management centres in the world," says Mr Gabriel Herrera, managing director of Swiss Institutional Asset Management at SBC.

The law requires any employer of three people or more to create an occupational pension scheme. This has spawned a large number of schemes and, perhaps more significantly, has encouraged the managers of some existing schemes to think harder about the investment returns needed to provide benefits. And because equities have offered higher real returns than bonds, fund managers need to demonstrate their expertise in that area as well.

Moreover, some bankers privately say, the recent co-operation which Swiss authorities are giving to law enforcement officials in other countries is encouraging so-called hot money to move elsewhere. So Swiss bankers see fewer clients who only desire anonymity and capital preservation.

This new competitiveness, Mr Herrera argues, is encouraging the polarisation of the Swiss asset management business. "Either you are a compe-

tant local manager or you are a truly global player," he says.

Mr Chris Nowakowski, president of InterSec, the US-based pension investment consultancy, says the changing client base is forcing Swiss banks to change their approach. "Their bread and butter had been an unnamed account who was only interested in capital preservation and didn't care about performance," he says.

"At the same time, we are seeing the growth of institutional asset management," Mr Nowakowski says. "And that money is interested in more than just capital preservation."

One indication of how competitive the market has become is that the Swiss Bankers Association has awarded InterSec a contract to measure the performance of individual Swiss funds, although none of its data may be released publicly. Also, from next January, the Association has agreed a format for calculating performance, which bankers may use in their marketing materials.

Another indication of the growing competitiveness is the use of professional consultants to help institutional clients choose a manager. Mr Nowakowski estimates that as many as two-thirds of institutional clients now use a consultant for at least a portion of their funds. This has allowed foreign fund managers to make first inroads into the traditionally closed Swiss market.

However, no one is suggesting the Swiss banks risk losing pole position in their home market any time soon. For one thing, restrictions on pension investments require heavy asset allocations in Swiss bonds and equities, the sectors in which the banks do best.

Second, they are demonstrating their determination to fight back by buying in expertise they do not already have.

"If only the Swiss could combine their reputation and their name with ability and performance," says Mr Poll wistfully. "Then they could have this market sewn up." The only question is whether they have left it too late.

## FUND MANAGEMENT

# Tomkins sees £250m cuts at Gates

By Tim Burt

Tomkins, the industrial conglomerate, believes it could extract savings of up to £250m (£390m) through improved financial controls and reduced stock levels at Gates Corporation, the US components group it is acquiring for \$1.37bn (£870m).

The UK group, which is today expected to report full year pre-tax profits of £202m-£230m (£303m), plans to impose tighter management on Gates's working capital once the deal has been completed at the end of this month.

Mr Ian Duncan, finance

director, predicted the savings could be made over three years by applying Tomkins's stock controls at Gates's 41 factories. "Their inventories are unbalanced to market requirements," he said. "At Tomkins, we run at just one third of the inventory they have."

Gates, which manufactures power transmission belts, hoses and connectors, saw its stock levels increase in the last year from £170.2m to £202.2m - a period in which pre-tax profits fell from £48.2m to £40.3m. Of those stocks, the value of finished goods held at Gates plants rose from £109.4m to £131.6m.

Some analysts, however, said Tomkins was being too optimistic in its forecasts; one suggested it might save no more than £130m through cost reduction measures.

Nevertheless, Mr Greg Hutchings, chairman, predicted unit costs would fall as Tomkins increased sales of Gates components in emerging markets. He also said there were growth opportunities in Europe, as motor manufacturers switch from chain power transmissions to timing belts.

But Mr Hutchings confirmed there would not be any large-scale redundancies among Gates's 14,000 staff.

Tomkins, meanwhile, has agreed to pay Mr Charles Gates, chairman and chief executive of Gates, £250,000 a year in consultancy fees as a non-executive director of the enlarged group.

It also pledged to continue an estimated £100m lawsuit against Bando, the Japanese belts manufacturer, over its alleged "misappropriation of trade secrets" and the infringement of Gates patents.

If the legal action is resolved successfully, Tomkins has undertaken to pay up to 80 per cent of the proceeds to the Gates family through the issue of new shares in the UK group.

# EBS buys service arm for \$150m

By Philip Garwith

The EBS partnership, the electronic foreign exchange broker, has bought Citicorp Dealing Resources from Citibank for more than \$150m.

The deal means that EBS, which was developed and is owned by 13 leading foreign exchange banks, becomes a fully integrated company with full control over its support functions.

Previously, CDR provided operations, maintenance and technical services to EBS, but the activities of the two were not always fully harmonised. Now, EBS will be in a position to harness CDR's capacity to its own purposes.

Mr Peter Harcko, chairman of EBS, said: "We expect to quickly realise the benefits of the unified business as we work together on product enhancement, focused marketing and distribution and we intend to maintain and improve our market position."

EBS and Renters 2000-2, the other electronic broking system, have made large inroads into the foreign exchange market. Together they are believed to have about a 40 per cent market share in the spot broking business.

# Nielsen set to lose contract

By Raymond Snoddy

AC Nielsen, the international television ratings and market research group, is in danger of losing a contract in Ireland before it has begun unless it can meet a final deadline.

The company - which is part of Dun & Bradstreet, the information group - was supposed to begin offering a more comprehensive television ratings service to RTE, the Irish national broadcaster, and the Irish advertising industry, on May 1.

But, according to RTE executives, this deadline was not met, and nor was a plan to begin the new ratings service on June 1.

Now Nielsen has been told it has to provide evidence by August 8 that it can offer the new comprehensive ratings research from the beginning of September.

This deadline is seen as final, and if the company cannot meet it the likelihood is that RTE and Irish advertisers could go elsewhere for their ratings research.

Under the terms of the contract - won in a competitive tender - the market research group had to increase the size of the audience panel monitoring viewing habits in Ireland, from 400 to 600.

Accurate audience research is particularly important for RTE, which has to battle against the main British channels available in many parts of Ireland.

Nielsen is in the midst of corporate restructuring. It won the contract from the existing holder, Irish TAM.

# Guinness Mahon offshore growth

Guinness Mahon, the London merchant banking arm of the Bank of Yokohama, is to expand its offshore private banking and trust business by buying a 42.6 per cent stake in New World Group Holdings from the US's CoreStates Bank group.

New World has \$2bn of funds under administration. Philadelphia International Investment, subsidiary of CoreStates, will retain an equal holding with Guinness Mahon in New World, but Guinness will take over management control.

## ASTIKA AKINITA

INCORPORATED COMPANY OF REAL ESTATE CONSTRUCTIONS TOURIST AND RELATED ENTERPRISES

**REPEAT PUBLIC CALL FOR TENDERS FOR THE SALE OF THE ASSETS OF THE "SKIATHOS PRINCESS ELISABETH" HOTEL UNIT**

"ASTIKA AKINITA S.A." (43 Panepistimiou str., 105 64 Athens), under its capacity as special liquidator, by virtue of Judgements nos. 533/1994 and 229/1996 of the Larissa Court of Appeal, of the assets of the hotel unit under the title "SKIATHOS PRINCESS ELISABETH" (hereinafter referred to as the "Enterprise") which is managed by the incorporated company "SKIATHOS TOURISM HOTEL AND GENERAL ENTERPRISES P.V. DERVENIS S.A."

**ANNOUNCEMENTS**

A repeat public call for tenders with sealed, binding offers, for the sale of the assets of the "Enterprise" which has come under special liquidation by virtue of article 46a, L.1892/1990.

**BRIEF DESCRIPTION OF THE UNIT**

The above unit is owned by the incorporated company "SKIATHOS TOURISM HOTEL AND GENERAL ENTERPRISES P.V. DERVENIS S.A." which was established by act no. 10/87231.10/1996 of the Skiatthos, notary public Chrysos K. Giassias, with head offices in the Municipality of Skiatthos, Prefecture of Magnisia. The company operated the hotel unit until the issue of the above judgement by the Larissa Court of Appeal, whereupon it came under special liquidation as provided by article 46a, L.1892/1990 and the company ASTIKA AKINITA S.A. was appointed special liquidator.

The hotel unit under sale belongs to the Luxury Class and has a capacity of 133 rooms: 264 beds. It is located on the coast at Agia Paraskevi, Isle of Skiatthos, at a distance of approx. 6km. from the town, on a site with a total area of 27,345 00 sq.m. The hotel complex consists of seven (7) main buildings - wings covering a total land area of 4,115.25 sq.m. plus covered areas, a total constructed area of 8,932 sq.m., and a number of auxiliary buildings serving the additional operational requirements of the unit.

**INVITES**

any interested party to receive an offer memorandum and submit a sealed, binding offer accompanied by a letter of guarantee by a Bank operating lawfully in Greece, for the sum of the hundred and fifty million drachmas (10s. 150,000,000) and the contents described in the offer memorandum.

**CONDITIONS**

- The public call tenders will be carried out in accordance with the provisions of article 46a, L.1892/1990 which was added to the law by virtue of the provision of article 14, L.2000/91, as amended, modified and applicable, the terms included in the present call for tenders and the terms of the primary and the additional offer memoranda, which interested parties may obtain after submitting a pledge of confidentiality in writing.
- In order to participate in the call for tenders, interested parties are invited to deliver a sealed, binding offer in writing by 11:00 Tuesday, July 30, 1996 to the Skiatthos notary public Chrysos K. Giassias, 28 Papadimitriou street, 370 02 Skiatthos, tel.: (0427) 2.1988, fax: (0427) 2.1988.
- The offer and the letter of guarantee must be delivered in a sealed, opaque envelope by the interested party in person or by a duly authorized representative.
- The offer must mention clearly the amount offered for the purchase of the hotel unit ("Enterprise") and must not contain any terms, options or vague phrases which might create uncertainty as to the amount, the manner of payment of the sum being offered or other matters related to the sale.
- Offers delivered after the expiration date will not be accepted and will not be considered. The binding nature of the offer will apply until the award of the sale.
- The assets of the "Enterprise" and all the secondary fixed or current attributes of which they consist, such as real estate, movable objects, claims, debts, rights, etc. will be sold and transferred "as and where they are", i.e. in their real and legal condition and at the place where they are located on the date of signing the contract of sale.
- The liquidating company and the creditors representing 51% of total claims against the "Enterprise" (para. 1, article 46a, L.1892/1990 as applicable) are not liable for any legal or real defects or the lack of any attributes of the objects and rights being sold, nor are they liable for any omissions or inaccuracies contained in their description in the offer memorandum or any correspondence.
- Interested potential purchasers are obligated, under their own supervision and by their own means, expenses and personnel, to investigate and acquire a personal perception of the objects being sold, and to mention in their offer that they are fully informed as to the real and legal status of the assets under sale.
- The liquidator and the creditors mentioned in para. 7 above are entitled, according to their own judgement, to reject offers containing terms and options, or the phrases referred to in para 4 above, regardless of whether they are superior to other offers as regards the amount being offered.
- In every case, the creditors are entitled, according to their own judgement, to demand offers containing terms or options, regardless of whether such offers are superior to others, or consider such terms as not included, in which case the offer remains binding as to its other contents (article 2, para. 3, L.2002/1995).
- In the event that the highest bidder violates his obligation to come forward and sign the relevant contract within ten (10) days from the invitation by the liquidator and observe the obligations arising from the present announcement, the letter of guarantee is forfeited in favour of the liquidating company towards covering all its expenses of any type and its services, as also any direct or indirect damages, without the necessity of proving specific damage and as a penal clause in favour of that company, deemed as having been submitted with the offer, so that the guarantee may be collected from the issuing Bank.
- The letters of guarantee are returned to all the other participants following the evaluation report of the liquidator, and to the successful bidder, to whom the sale will be awarded following the payment of the amount agreed and the drafting of the payment order.
- The seals of the offers will be broken by the notary public mentioned above, at his office, at 12:30 on Tuesday, July 30, 1996.
- The successful bidder will be the party whose offer will be judged by the liquidator and approved by the creditors mentioned in para. 7 of the present, as being the most advantageous for the creditors of the "Enterprise".
- The liquidator will notify the successful bidder in writing of his obligation to come forward to the place and at the time determined in the notification, for signing the contract transferring the assets, according to the terms of the offer and any improved terms that may be indicated by the creditors and agreed with the highest bidder.
- All expenses and costs arising from participation in the tender and the transfer of assets (such as taxes, stamp duty, notarial fees, V.A.T., publications, etc.) will burden the interested potential purchasers and the highest bidder as referred to in the above offer memorandum.
- In the event of part of the purchase amount being on credit, the highest bidder will be under the obligation to provide any guarantee requested by the liquidator according to its own, exclusive judgement, and will be burdened with all related expenses and fees for the formation of such guarantees and their cancellation.
- The liquidator and the creditors will not bear any responsibility or liability against those who participate in the tender as regards the evaluation of the offers, their recommendation of the successful bidder, the decision for the repetition or cancellation of the tender and any other decision relevant to the procedure and realisation of the tender.
- The present announcement has been drafted in the Greek language and translated into the English language. In every instance however, the Greek text will prevail.
- Interested parties may collect offer memoranda and receive other information from Mr. George E. Polimerides and Mr. Alexandros Meggias, 43 Panepistimiou str., 105 64 Athens, tel. nos: 326.6113 and 326.8080, fax no: 326.6118.

## ASTIKA AKINITA

INCORPORATED COMPANY OF REAL ESTATE CONSTRUCTIONS TOURIST AND RELATED ENTERPRISES

**REPEAT PUBLIC CALL FOR TENDERS FOR THE SALE OF THE ASSETS OF THE "MARTIN BEACH" HOTEL UNIT**

"ASTIKA AKINITA S.A." (43 Panepistimiou str., 105 64 Athens), under its capacity as special liquidator, by virtue of Judgements nos. 533/1994 and 229/1996 of the Larissa Court of Appeal, of the assets of the hotel unit under the title "MARTIN BEACH" (hereinafter referred to as the "Enterprise") which is owned by the incorporated company "MARTIN BEACH HOTEL S.A."

**ANNOUNCEMENTS**

A repeat public call for tenders with sealed, binding offers, for the sale of the assets of the "Enterprise" which has come under special liquidation by virtue of article 46a, L.1892/1990.

**ACTIVITIES AND BRIEF DESCRIPTION OF THE COMPANY**

The above unit is owned by the incorporated company "MARTIN BEACH HOTEL S.A." which was established by act no. 10/07716.1.1996 of the Athens notary public K. Giassias. The head offices of the company according to its articles of association is the Municipality of Skiatthos, Prefecture of Magnisia. The company operated the hotel unit until the issue of the above judgements by the Larissa Court of Appeal, whereupon it came under special liquidation as provided by article 46a, L.1892/1990 and the company ASTIKA AKINITA S.A. was appointed special liquidator.

The hotel unit under sale belongs to Hotel Class B and has a capacity of 41 rooms - 80 beds. It is located at Tsamona, Isle of Skiatthos, at a distance of approx. 4.5 km. from the town, on a site with total area of 4,988.69 sq.m. The hotel complex consists of two (2) main buildings-wings covering a total constructed area of 2,230 sq.m. plus terraces and semi-covered areas, erected on fifteen different levels in line with the considerable natural inclination of the ground.

**INVITES**

all interested parties to receive an offer memorandum and submit a sealed, binding offer accompanied by a letter of guarantee by a Bank operating lawfully in Greece, for the sum of forty million drachmas (10s. 40,000,000) with the contents described in the offer memorandum.

**CONDITIONS**

- The public call for tenders will be carried out in accordance with the provisions of article 46a, L.1892/1990 which was added to the law by virtue of the provision of article 14, L.2000/91, as amended, modified and applicable, the terms included in the present call for tenders and the terms of the offer memorandum, which interested parties may obtain after submitting a pledge of confidentiality in writing.
- In order to participate in the call for tenders, interested parties are invited to deliver a sealed, binding offer in writing by 11:00 Tuesday, July 30, 1996 to the Skiatthos notary public Chrysos K. Giassias, 28 Papadimitriou street, 370 02 Skiatthos, tel.: (0427) 2.2232, fax: (0427) 2.1988.
- The offer and the letter of guarantee must be delivered in a sealed, opaque envelope by the interested party in person or by a duly authorized representative.
- The offer must mention clearly the amount offered for the purchase of the hotel unit of the "Enterprise" and must not contain any terms, options or vague phrases which might create uncertainty as to the amount, the manner of payment of the sum being offered or other matters related to the sale.
- Offers delivered after the expiration date will not be accepted and will not be considered. The binding nature of the offer will apply until the award of the sale.
- The assets of the "Enterprise" and all the secondary fixed or current attributes of which they consist, such as real estate, movable objects, claims, debts, rights, etc. will be sold and transferred "as and where they are", i.e. in their real and legal condition and at the place where they are located on the date of signing the contract of sale.
- The liquidating company and the creditors representing 51% of total claims against the "Enterprise" (para. 1, article 46a, L.1892/1990 as applicable) are not liable for any legal or real defects or the lack of any attributes of the objects and rights being sold, nor are they liable for any omissions or inaccuracies contained in their description in the offer memorandum or any correspondence.
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- In the event that the highest bidder violates his obligation to come forward and sign the relevant contract within ten (10) days from the invitation by the liquidator and observe the obligations arising from the present announcement, the letter of guarantee is forfeited in favour of the liquidating company towards covering all its expenses of any type and its services, as also any direct or indirect damages, without the necessity of proving specific damage, and as a penal clause in favour of that company, deemed as having been submitted with the offer, so that the guarantee may be collected from the issuing Bank.
- The letters of guarantee are returned to all the other participants following the evaluation report of the liquidator, and to the successful bidder, to whom the sale will be awarded following the payment of the amount agreed and the drafting of the payment order.
- The seals of the offers will be broken by the notary public mentioned above, at his office, at 12:30 on Tuesday, July 30, 1996.
- The successful bidder will be the party whose offer will be judged by the liquidator and approved by the creditors mentioned in para. 7 of the present, as being the most advantageous for the creditors of the "Enterprise".
- The liquidator will notify the successful bidder in writing of his obligation to come forward to the place and at the time determined in the notification, for signing the contract transferring the assets, according to the terms of the offer and any improved terms that may be indicated by the creditors and agreed with the highest bidder.
- All expenses and costs arising from participation in the tender and the transfer of assets (such as taxes, stamp duty, notarial fees, V.A.T., publications, etc.) will burden the interested potential purchasers and the highest bidder as referred to in the above offer memorandum.
- In the event of part of the purchase amount being on credit, the highest bidder will be under the obligation to provide any guarantee requested by the liquidator according to its own, exclusive judgement, and will be burdened with all related expenses and fees for the formation of such guarantees and their cancellation.
- The liquidator and the creditors will not bear any responsibility or liability against those who participate in the tender as regards the evaluation of the offers, their recommendation of the successful bidder, the decision for the repetition or cancellation of the tender and any other decision relevant to the procedure and realisation of the tender.
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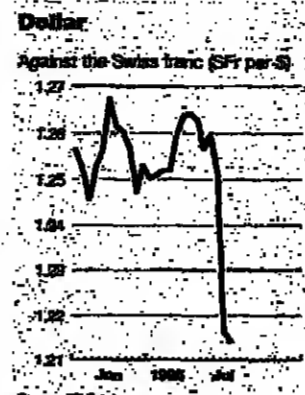
MARKETS REPORT

Dollar weak ahead of Fed testimony

By Robert Choate

The short-term prospects for the D-mark rest in the hands of Mr Alan Greenspan, the Federal Reserve chairman, who gives his Humphrey Hawkins testimony to Congress today. Following Wednesday's sharp fall, the dollar edged lower yesterday in nervous anticipation. Trading in the dollar was much calmer yesterday than it had been on Wednesday, helped by rather less violent fluctuations on the US stock market. The US currency closed half a penny lower against the D-mark in Europe at DM 1.4885 and half a cent lower at Y108.755.

At L1025, while the pound dropped 2.2 pence against the D-mark to DM2.3018. But the French franc edged up from FF73.389 to the D-mark to close at FF73.387. He fears that the Federal Reserve would raise US interest rates before the next formal meeting of the Federal Open Markets Committee have been all but dispelled by the fragility of Wall Street. The markets have been left all the more reliant on Mr Greenspan for a fresh sense of direction. "He is either going to upset the equity market or upset the bond market," said Mr Avinash Parvati, currency strategist at JP Morgan in London. "Either could be bad for the dollar."



depended in part on whether it remained a US phenomenon or whether it developed into a more general unwinding of positions reflecting greater aversion to risk. He noted that many investors remained happy with high yielding European bond markets, and were worried simply by the currency outlook. Sterling had a difficult day yesterday, descending to a nine-week low against the D-mark as it suffered in sympathy with the dollar. Against a basket of currencies the pound opened 0.4 points lower at 85.1 per cent of its 1990 value, before slipping by a further 0.5 points during European trading. "That was a big move by any measure," said Mr Lyons. Sterling also fell almost a cent to \$1.5486. Analysts said that sterling's travails were largely a reflection of its unbalanced link to the dollar, although investors also appear increasingly concerned

by differences over interest rates between Mr Kenneth Clarke, the chancellor, and Mr Eddie George, the governor of the Bank of England. The minutes of the June 5 meeting revealed that Mr Clarke overruled Mr George's objections in cutting interest rates by a quarter-point. Economists fear a repeat performance when they next meet at the end of this month. The fall in average earnings growth from 3.5 per cent in the year to May was a welcome surprise, but had little impact. Mr Steve Barrow, at Chase in London, said he doubted that sterling's decline would continue for long, as it reflected position-unwinding rather than fresh position-taking.

Table titled 'POUND SPOT FORWARD AGAINST THE POUND' showing exchange rates for various countries including Europe, Americas, and Asia/Pacific.

Table titled 'DOLLAR SPOT FORWARD AGAINST THE DOLLAR' showing exchange rates for various countries including Europe, Americas, and Asia/Pacific.

Table titled 'EURO CURRENCY INTEREST RATES' showing interest rates for various European currencies.

WORLD INTEREST RATES

Table titled 'MONEY RATES' showing interest rates for various countries including Belgium, France, Germany, Italy, Netherlands, Switzerland, Japan, and US.

EURO CURRENCY INTEREST RATES

Table showing interest rates for various European currencies including Belgium, France, Germany, Italy, Netherlands, Switzerland, and UK.

GROSS RATES AND DERIVATIVES

Table titled 'EXCHANGE CROSS RATES' showing exchange rates for various countries including Belgium, Denmark, France, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland, UK, Canada, and Japan.

UK INTEREST RATES

Table titled 'LONDON MONEY RATES' showing interest rates for various currencies including Interbank Sterling, Sterling Cable, Bank Bills, and Discount Market.

EUROPEAN CURRENCY UNIT RATES

Table showing exchange rates for various European currencies against the Euro.

BASE LENDING RATES

Table showing base lending rates for various banks and financial institutions.

UK INTEREST RATES

Table showing UK clearing bank base lending rates for various terms.

BASE LENDING RATES

Table showing base lending rates for various banks and financial institutions.

LEGAL NOTICES

Legal notices regarding company matters and court proceedings.

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Vertical advertisement on the left side of the page, partially obscured and containing text like 'ugoslav assets' and 'lit can proce'.

Large advertisement for Nan Ya Plastics Corporation and Formosa Chemicals & Fibre Corporation, including details about bonds and conversion rights.

Advertisement for UK Business Property, featuring 'The Financial Times' and 'Survey on'.

Vertical advertisement on the bottom left side of the page, containing text like 'adel unit to exte' and 'ctronic trading'.

COMMODITIES AND AGRICULTURE

EU farm commissioner outlines plans to 'rebalance' beef market

By Neil Buckley in Brussels

Mr Franz Fischler, European Union agriculture commissioner, yesterday outlined plans to "rebalance" the beef market in the wake of the "mad cow" crisis, including subsidies on calves sent for slaughter and a new European Commission purchase programme for younger cattle.

He warned, however, that the plans - likely to cost billions of Euros - would have to be paid for out of the existing agricultural budget. That could mean a sharp cut in subsidies paid to arable farmers, which EU ministers have criticised as over-generous.

Mr Fischler discussed the plans with other commissioners in Strasbourg yesterday and will present them to agriculture ministers in Brussels next week. He hopes to publish formal proposals by the end of the month so that action can be taken quickly after the commission's August recess.

"Urgent and radical action is needed to help cushion producers against the worst effects of the BSE crisis and avoid a massive build-up of beef stocks in public storage which would overhang and depress beef prices for the indefinite future," Mr Fischler said.

He warned that beef consumption had fallen 11 per cent since the "mad cow" crisis began, and prices had fallen 15 per cent, putting great pressure on beef producers.

Mr Fischler's "supply" side measures include introducing an intervention programme - involving purchases by the commission to support the market - for young cattle of eight to nine months, reducing rights to beef subsidies on older cattle, and obliging all EU states to introduce a calf slaughter subsidy which has been voluntary since 1992.

He said the Commission had already intervened in the market to buy 180,000 tonnes of beef since April, and expected to have bought 600,000 tonnes by the end of the year. With each 100,000 tonnes costing Ecu210m-230m, that would put the total cost of the intervention programme alone at up to Ecu1.38bn (\$1.7bn).



Franz Fischler speaks at this month's Royal Show

Mr Franz Fischler, EU agriculture commissioner, yesterday announced that he intended to publicise the Commission's campaign against BSE and cur-

Rain washes out grain price surge

By Laurie Morse in Chicago

Chicago grain futures traders, who have been playing a sort of weather roulette over the past two weeks, were reeling Wednesday from the effects of heavy rains in the central Midwest.

These alleviated a prolonged dry spell in critical maize and soyabean regions, and ended speculation that a drought could damage the crops.

Maize and soyabean plants are nearing sensitive pollination stages and analysts say the rains arrived soon enough to boost yields. Stocks of both feedgrains are at critically low levels in the US, and livestock merchants and other food processors are counting on bumper harvests to renew depleted supplies.

Last week, weather forecasts for dryer-than-normal weather helped pump grain prices sharply higher.

However, revised forecasts for rain prompted a heavy wave of selling in maize and soyabean futures at the Chicago Board of Trade on Tuesday and the sell-off continued yesterday as the precipitation reached major growing regions.

At mid-session yesterday CBOT maize futures for December delivery were down 12 1/4 cents at \$3.54 a bushel, while contracts for spot delivery were 18 cents lower, the maximum single-day loss allowed by the exchange. Soyabean contracts experienced even larger losses, with the November delivery position off 20 1/2 cents at \$8 a bushel.

MIM plans A\$500m copper development

By Nikkai Tait in Sydney

MIM Holdings, the Australian metals group, is to spend A\$200m (US\$230m) developing a new copper mine at its Mount Isa base in Queensland, and a further A\$300m on expanding the copper smelter there.

The A\$500m investment will be spread over three years, with full production from the new mine - to be called the Enterprise Mine - set for end of 1999. It is the second major copper expansion announced by an Australian company this week, with WMC giving the green light to a A\$1.25bn expansion of its Olympic Dam copper-manganese project in South Australia on Monday.

Like WMC, MIM indicated that the investment was being made because of the company's faith in the long-term "fundamentals" for the metal - and despite the recent turmoil in the copper price in the wake of the Sumitomo affair.

The "3500" orebody at Mount Isa, in conjunction with the "2000" orebody which has been mined as the "Deep Copper Mine" since 1993. Initial annual ore production will be 3.5m tonnes, compared with the 1.5m tonnes now coming from the 3000 orebody.

MIM added that its existing principal source of copper ore at Mount Isa - the 1100 orebody - would also remain in production until the middle of the next decade, but with the new mine steadily taking over as the main production area.

The smelter expansion, meanwhile, will lift capacity from 175,000 tonnes a year to 250,000 tonnes. This increase is also designed to handle the production from the nearby Ernest Henry copper-gold mine which due to come into production late next year, as well as the expanded Mount Isa output. MIM has a 51 per cent interest in the Ernest Henry project, and is managing the development.

Continental farmers share Britain's 'mad cow' gloom

Many British farmers, mired in the gloom of the BSE crisis, believe the continental beef industry is gloating over their problems and eager to seize their markets.

But, insists a French government official, "that could not be further from the truth".

"It is a disaster for the French beef industry and there are fears that many extensive beef farmers could go bankrupt."

The crisis has hit the whole of Europe and the worst repercussions may yet be to come. France is contemplating the slaughter of 250,000 beef cattle in the autumn unless consumer confidence recovers.

In Ireland, officials say more than 250,000 animals will have to be sold into intervention stocks later this year if vital markets do not reopen.

Mr Ivan Yates, Irish agriculture minister, has been visiting Libya this week to try to persuade the country to resume imports of 100,000 live cat-

tle a year worth E100m which stopped after the crisis broke in March.

In Germany, consumption of beef is still 55-60 per cent below its pre-crisis levels and officials describe the situation facing the industry as "catastrophic". The government is considering measures to cut production by 10 per cent.

It is against this dire background that Mr Franz Fischler, EU farm commissioner, yesterday set out his ideas for cutting production and bringing demand and supply back into balance.

Ireland, which holds the EU presidency, will press for swift action at next week's farm council.

"We're waiting in trepidation for the autumn season," says Mr Dermot Murphy of the Irish agriculture ministry. This is when grass-fed beef cattle traditionally come to market in Ireland and France.

Prices of store cattle, ready for fattening, have dropped by nearly 20 per cent in Ireland, he said. Key markets for meat in Iran and for live animals

in Libya are still closed, although Russia and Egypt are taking Irish beef.

The EU beef mountain is rapidly being rebuilt. Germany has put over 60,000 tonnes of beef into EU intervention stocks since the crisis began. France 51,000 tonnes and the UK 20,000 tonnes. So far Ireland has only 14,000 tonnes in intervention but that will change dramatically in the autumn. During the last BSE-induced slump in demand in the early 1990s it was putting 250,000 tonnes in each year.

"We have a huge problem of over-supply in the market," said Mr Murphy. "That can only mean a substantial drop in price, and that's taken place already. Something has to be done before the autumn."

The EU produces 7.5m tonnes of beef a year. But demand across the union is estimated to be about 15 per cent below pre-crisis levels. It is at that level, as many fear, that would leave an overhang of 1.1m tonnes, or more than 3m cattle.

Holding animals back from slaughter may not be an option because so many have been building up on farms and eating grass since the spring that heavy weights and for winter feed are likely to be low.

In the short-term, using intervention stores to clear unwanted mature beef animals from the market is the only solution, says Mr Murphy. "But it's a question of what kind of intervention."

Ireland is unhappy with the suggestion that intervention weights should be much lower, though Germany supports it. Irish animals come to market at heavier weights and could thus be excluded from intervention, leaving farmers with no outlets.

In France, officials say, prices for cattle are still falling steeply, nearly four months after the crisis broke. In the last week alone prices have fallen 4.6 per cent. France produces many beef animals for export to Italy and Spain for fattening. The main export season starts in August and continues through the autumn. But demand

from these countries has dried up as beef sales have fallen there too.

"We don't want to kill these [excess] animals," says Mr Daniel Perrin, director of the Meat Office, which controls intervention stocks. "We are looking at alternatives, but we don't have many solutions."

One problem cited in France and Germany is that retail prices for beef have remained stable despite the huge drop in demand - still down about 20 per cent in France.

In Britain supermarkets sold beef at a heavy discount in the wake of the crisis, helping to trigger a significant recovery in demand.

In Germany, however, individual butchers dominate beef sales and it appears unlikely that they would decide en masse to cut prices. In France, officials say, the drop in consumer demand for offal has forced slaughterhouses to charge more for prime cuts in order to cover their fixed costs.

Alison Maitland

COMMODITIES PRICES

BASE METALS

Table with columns for metal type (Aluminum, Zinc, Lead, Tin), price change, high, low, and open prices.

PRECIOUS METALS CONTINUED

Table for Gold COMEX (100 Troy oz \$/oz) with price change, high, low, and open prices.

GRAINS AND OIL SEEDS

Table for Wheat (CBOT) and Soyabean Oil (CBOT) with price change, high, low, and open prices.

SOFTS

Table for Cocoa (ICE) and Coffee (ICE) with price change, high, low, and open prices.

MEAT AND LIVESTOCK

Table for Live Cattle (CME) and Live Hogs (CME) with price change, high, low, and open prices.

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JOTTER PAD: A grid for taking notes with columns for date, time, and a large writing area.

FT BOOKSHOP: Advertisement for the Financial Times bookshop, listing various titles and prices.

CROSSWORD

No.9,123 Set by VIXEN

Crossword puzzle grid with numbers indicating the start of words.

Crossword puzzle clues and solutions. Includes 'ACROSS' and 'DOWN' sections with numbered clues and their corresponding answers.

السوق المالية

# INWARD INVESTMENT INTO THE UK

## Incoming capital tide increasing steadily

The world's three largest economies now favour the UK as their first-choice destination for foreign expansion. Michael Hassell explains why the potential remains enormous

The roll call is impressive. Siemens, Fujitsu, Samsung, Montipet, LG, and many more world-class companies, are united in choosing the UK as a manufacturing base over the past year. While not the masters of football in Europe, the UK has enjoyed the lion's share of the field when it comes to inward direct investment. By last year, the UK's stock of inward direct investments stood at more than £150bn, three times the level recorded a decade earlier. The world's three largest economies now favour the UK as their first choice destination for foreign investment. Around 40 per cent of all inward manufacturing investment into the European Union is coming to the UK, which accounts for two-fifths of all US, Japanese and, most recently, South Korean investment. German manufacturers, too, are showing renewed enthusiasm for the UK as they discover overall labour costs running at less than half those at home. Mr John Major, the British prime minister, hails his country as the "enterprise centre of Europe", a claim roundly dismissed by detractors who stress the continuing weaknesses in domestic productivity, innovation and investment and who ask why foreign companies have to lead the way. Mr Michael Hassell, IBF's deputy, says the volume of inward investment by hard-nosed companies who owe no favour to politicians speaks for itself. He points out that the UK has a higher ratio of inward direct investment to gross domestic product than any other leading global economy. In the year to April 1998, the government recorded 477 new inward investment projects in the UK,

directly creating nearly 50,000 jobs. The tally represented the third record year in succession, despite the competition to attract international investment capital. Sharing in the success, the government-backed Commission for New Towns sold nearly £10m worth of land and premises to inward investors during its last financial year. After a lull in the volume of inward investment into Europe, activity has again been rising. Since 1989 the number of Japanese companies coming to Europe has been declining but last year this trend was reversed according to the Japanese External Trade Organisation. Nearly half the Japanese companies taking part in a Jetro survey named Britain as the most attractive European base for manufacturing; once again, more Japanese companies came to Britain than to any other European country. Not all inward projects have been entirely successful, with low profitability levels a continuing source of criticism among the Japanese. But with the accumulated value of Japanese industrial investment in the UK standing close to £20bn, there appears to be no going back. In the eyes of the Invest in Britain Bureau (IBB), charged with overall responsibility for promoting the UK to internationally mobile investors, the potential remains enormous. The organisation, which should have a nationwide site database operational by the autumn, claims a new national cohesion in the campaign to attract foreign investment. Even so, ministerial eyebrows have been raised by the intense and possibly counter-productive regional rivalry demonstrated during recent efforts to win the £1.7bn LG Electronics plant, which ultimately settled for Newport in south Wales. For its part, the IBF is now concentrating its overseas promotional efforts in North America, the Far East and elsewhere in Europe. Industrial sectors singled out for special attention by the IBF include the automotive, electronic, pharmaceutical, biotechnology, medical services and financial services sectors. It is also giving high priority to ensuring that foreign investors already established in the UK -

who now account for 60 per cent of all new foreign investment decisions - choose the country for any new expansion programmes. The reasons investors choose the UK are well known. Among them are comparatively low labour rates - though these are increasingly less critical given the high-tech, capital-intensive nature of many investments - and flexible employment conditions. An open door to the rest of the EU and the comfort newcomers find in knowing that others have already chosen the UK are among other important attractions. The impact of foreign capital investment in UK-based manufacturing has been immediate. But it also offers the prospect of much longer-term benefits that can help reshape the UK's industrial base. The government estimates that, since 1979, more than 800,000 jobs have been created or safeguarded by foreign investment. Around half the output of overseas-owned manufacturers is exported; fewer than one-fifth of those sales would have been taken by UK companies in the absence of inward investors. A report by PA Cambridge Economic Consultants calculates that the net effect of inward investors involves a positive contribution to UK trade of well over £700m a year. The structural benefits for the UK's manufacturing base are harder to assess but no less important for the longer term. There is already evidence to demonstrate improved product quality and customer responsiveness among suppliers and increased product development among competitors. The competitive pressures will only be enhanced further with decisions like those of Samsung, the south Korean electronics giant which is building a plant in the north east of England, to persuade six Korean suppliers to set up in the UK to serve its new operation. The ultimate beneficiaries should be customers of inward investors - who can expect better quality goods and services and lower prices to help their own profitability and productivity - and end-consumers. Ministers insist it is not a case of foreign investors performing better than UK companies, more that all internationally investing compe-



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Production editor: Roy Terry

ket of any country in Europe, with more people in work and fewer people unemployed than almost any other leading EU country. The government says it will not risk this position and has set itself against the implementation of EU laws - such as a national minimum wage and a standard 48-hour working week - which it believes will blunt the UK's competitive edge. Labour is equally adamant that UK workers are entitled to the same employment rights and conditions as other European workers and says there is no evidence that inward investors would be deterred by such improvements. Far from believing its employment and social policies will deter investors, Labour believes its pro-EU stance will encourage even more companies to choose to locate in a United Kingdom which wears its EU membership more comfortably. In reality, few inward investors have been seriously troubled about the present government's continuing difficulties in Europe or the rumbling uncertainties over a single currency; for the moment nothing seems likely to stop the incoming investment tide.

ties, irrespective of origins, tend to be better performers than those confined to a domestic market. But the picture may not be entirely rosy. Despite some recent improvements, it is hard to sustain claims that the country can offer across-the-board employment skills equal to those anywhere else. There is a worrying skills gap which inward investors have been quick to experience and which the govern-

ment knows has to be closed if the UK is to become fully competitive. Mr Jürgen Gebrels, chief executive of Siemens's UK subsidiary, said recently that while the UK has a pool of talented graduate engineers and scientists, the skills within the broader workforce, particularly in shop floor manufacturing, needed to be improved. Failure to do so, he warned, could represent a potential barrier to

future investment in the UK by international companies. He said any belief that the way forward for Britain was as a "low-skill and therefore low-wage economy" was totally unfounded. A broader range of apprenticeship schemes was essential, he claimed. UK ministers acknowledge there is room for improvement in skills training but claim the UK already has the most successful labour mar-

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DAN McDERMOTT OPERATIONS DIRECTOR, CVC THE SHOPPING CHANNEL

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### CROSSWORD



2 INWARD INVESTMENT

UK advantages: by Michael Cassell

A pro-business, competitive environment

Having won the lion's share of EU inward investment, 'after sales' links in future will be vital

"investors are flocking to our shores," says Mr Ian Lang, trade and industry secretary. He is quick to claim that the government's much-proclaimed competitiveness agenda is increasingly responsible for the UK's inward tide of manufacturing investment.

Cynics might suggest that recent improvements in UK competitiveness have been driven as much by the efforts of foreign "incomers" - invariably more profitable and more inclined to invest than their British counterparts - as by any ministerial initiative.

But the government can legitimately claim that structural changes in the UK economy over the last 15 years have helped make it a more attractive location from which to do business; the scale of inward investment by some of the world's biggest and most successful companies offers impressive testament to the benefits of setting up in Britain.

The country has for decades attracted a significant number of foreign investors, with the United States proving itself one of the longest and most faithful backers. Even in the 1970s, when the country's reputation for industrial strife reduced it to the status of the "sick man of Europe" and inflation reached well into double digits, there were strong commercial arguments for investing in an offshore European manufacturing base which provided access to an expanding economic community.

But it is in the last decade in particular that inward investment into the UK has become an economic phenomenon: whatever the politicians may claim for their role in bringing it about, in truth they, too, have been surprised at the

scale of the inward migration. The use of English as the international language of business has always been a critical factor for which even the most brazen politician has been unable to claim responsibility.

But the government may be on firmer ground in taking some credit when it suggests the UK now offers a "pro-business" environment which can compete effectively with most other EU territories.

In the earlier stages of the rush to invest in the UK, relatively low labour costs proved one of the biggest attractions, along with market access. The trend led to accusations that Britain was converting itself into a "sweatshop" economy, where cheap labour would be

The US has proved to be one of Britain's most faithful backers

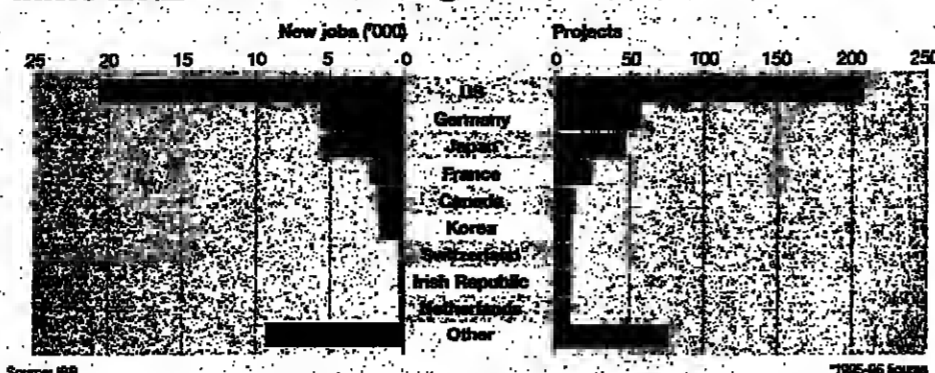
employed for fundamental manufacturing and assembly work.

Employment costs in the UK remain comparatively low, reckoned to be on a par with those of South Korea: recent Treasury figures used to explain why the country is doing better than most others in Europe in creating new jobs show that for every £100 spent on wages in the UK, an employer has to add an extra £18 for non-wage costs. But in Germany the add-on costs are £32, in Spain £34 and in France £44.

The figures go some way to explain the government's resolve to reject pressure on it to implement the EU social chapter, seen by ministers as an unnecessary burden likely to damage the UK's international competitiveness.

Labour costs are not, however, as important a determinant in location decisions as they once were. Big inward investors like Siemens, the

Where the investment is coming from



German electronics giant, is to build a £1.1bn semiconductor plant near Newcastle upon Tyne but with no more than 1,500 jobs involved the employment costs form a marginal element in such a highly capital intensive project.

The point is driven home in a new analysis of international investment. Consultants Arthur Andersen point out that it will be the development of industries in which salaries represent just 5-10 per cent of costs that provides the impetus for future corporate development in Europe.

Increasingly more important than labour costs, in the eyes of potential investors, is what the UK government describes as the "flexibility" of Britain's workforce.

Critics prefer to see it as international capital taking advantage of a labour market

in which employee protection is limited and the need for jobs of any kind is paramount.

Despite some improvements, Britain's record in skills training is weak, although workers have repeatedly demonstrated their ability, given the opportunity by foreign paymasters, to retrain and provide fully competitive levels of productivity.

But significant reforms in employment law which have made strikes rare and led to single and non-union agreements have helped transform the country's record on industrial disputes. Shiftwork, part-time and overtime working is commonplace, offering investors a production regime to suit their needs.

Anxious to maintain what he sees as a vital competitive edge, Mr John Major, the British prime minister, has recently made clear his deter-

mination to resist an expected European Court of Justice ruling obliging the UK to agree to a standard 48-hour working week.

A minimum wage is also rejected by the present administration, although the Labour party is committed to its introduction even though it has not publicly fixed a figure. The party is equally determined to maintain a strategy which ensures British workers are entitled to the same employment rights and conditions as those elsewhere in Europe.

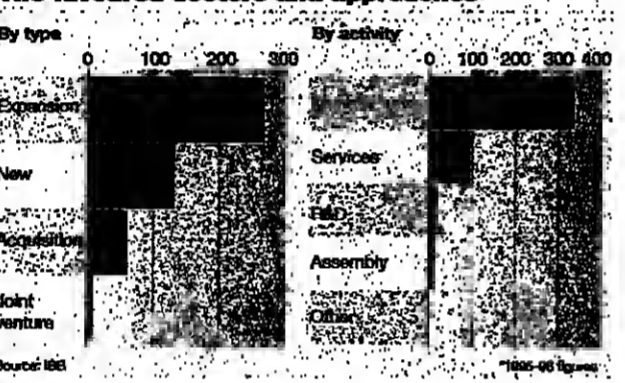
Low corporate taxation is regarded as another important priority for inward manufacturers.

The UK's mainstream corporation tax at 33 per cent - Germany's stands at 45 per cent - is the lowest of all main industrialised countries while overall taxation in the UK is below the EU average.

Another factor inevitably figuring on any investment checklist is the availability of financial incentives; with one recent potential investor reportedly offered the equivalent of £37,000 per employee to bring a plant to Wales, their provision can clearly make a difference.

But, as Britain's Invest in Britain Bureau emphasises, "financial assistance is a short-term incentive but investment is a long-term commitment." The UK accepts that it has to try and offer a package of financial help compar-

The favoured sectors and approaches



able with those elsewhere in Europe.

But ministers question the sense of allocating potentially huge sums to enable EU members and even regions within member states to compete for inward investment.

Britain reckons it has a few other aces up its sleeve. Ministers cite strategies for attracting a significant increase in design, research and development investment in the UK, a trend which is already well in evidence as foreign investors strike up collaboration projects with universities across the UK.

Advanced transport and telecommunications systems, together with the predominance of the City of London in international financial markets, are also advanced as good reasons for taking the UK seriously as a manufacturing location.

As for inward investors themselves, many have publicly proclaimed themselves impressed with the UK effort, at national and local level, put into attracting them to the UK.

The country's success so far in taking the lion's share of inward investment into the EU in itself offers an important bonus, granting potential investors the comfort of know-



Ian Lang: "investors are flocking to our shores"

ing that many others have already opted for the UK.

With competition for inward investment becoming tougher, the UK is placing a fresh and important emphasis on

Japanese contribution: by Stefan Wagstyl

Fertiliser for local industry

Foreign companies play an important role by introducing new management techniques

When the first large Japanese factories opened in the UK in the early 1970s, they were regarded with some suspicion. While local people enthusiastically snapped up the jobs on offer, others muttered dire warnings about foreign-owned screwdriver plants undermining the British economy.

Such voices are almost overheard today. It is a measure of the extent to which the benefits of inward investment have spread through the economy that even those who have never been inside a Japanese-owned factory recognise the scale of the achievement.

As Mr John Bridge, chief executive of the Northern Development Company, the north's investment promotion agency, says: "Inward investors are a fertiliser for local industry."

It is becoming increasingly apparent that inward investors bring with them indirect advantages for the UK, in addition to the considerable direct gains. For the gains to the UK can be measured not only in the volume of investment, in the jobs created at foreign-owned plants and their suppliers, and in exports, but also in the intangible benefits. The most important of these is the role foreign-owned companies play in introducing new management techniques and new technology. While investors from many countries contribute to this process, the most significant influence are Japanese manufacturing groups, particularly the Japanese car makers, Toyota Motor, Nissan Motor and Honda Motor.

The big wave of Japanese investment into the UK, which gathered pace in the early years of the administrations of Mrs (now Lady) Thatcher, coincided with a great upheaval in British industrial relations. With the government urging employers and trade unions alike to abandon traditional attitudes, there was an opportunity to promote new ideas, including ideas practised by

Japanese companies relating to quality, factory management, and controlling suppliers.

Moreover, Japanese inward investment coincided with and contributed to a period of rapid globalisation of industry. Companies which had been used to treating home markets as their near-exclusive preserves found themselves competing with rivals from the other side of the world.

In key sectors, including motors, electronics, and machine tools, there was a quantum leap in the level of competition. Competition forced British companies, among others, to change or face extinction. In the quest for change, Japanese inward investors offered important examples of what could be done.

The coherent pursuit of quality as a guiding principle is not uniquely Japanese. But in manufacturing, especially in mechanical and electrical engineering, Japanese companies have led the world in implementing techniques for achieving quality improvements. The starting point for these techniques is measurement - by measuring everything from raw materials coming into a factory to the finished goods leaving it, leading Japanese companies were able to identify how best to improve productivity and quality. Not every Japanese group succeeded; but those which grew large enough to invest overseas generally did.

The pursuit of quality led Japanese companies to repeatedly review the organisation of factories and of supply chains. They decided that the best way forward was in devolving responsibility to the shop floor and to supplier companies. Progress was not always easy - Japan was racked by strikes in the immediate post-war years - but eventually relations between managers and workers settled into a pattern based upon co-operation.

When it came to investing in the UK, some Japanese companies were initially wary about transferring their manufacturing methods overseas. They were concerned that their techniques could only work in Japan, where co-operation is at the heart of national culture.

so-called "after sales", maintaining continuing links with new investors and positioning itself well if and when additional spending programmes are enacted.



John Bridge: recognises benefits of foreign companies

-Claims that early Japanese plants in the UK were no more than simple assembly factories - screwdriver plants - were often correct. But as the Japanese owners grew more confident of operating in the UK, and the demand from the British and the European authorities for localisation grew stronger, so Japanese plants developed ever stronger links with the local economy.

As they did so, Japanese companies began to apply their management techniques. They found they were often pushing on an open door. There was very little that was uniquely Japanese about their ideas. British managers hired by Japanese companies were delighted to get an opportunity to try out ideas that they knew were sound but had been prevented from implementing by archaic labour relations. For example, at Nissan, the first Japanese car maker to build an integrated car plant in the UK, top managers were recruited from the British car industry, including Rover Group, which was then still a by-word for industrial inefficiency.

At the factory level, the new ideas include better training, multi-skilling, devolving responsibility to units of 10 or 20 staff, and repeated demands for measuring and improving performance.

Across the company, there is a strong emphasis on involving as many disciplines as possible in the early stages of product development. The principles are extended to managing suppliers by trying to develop long-term relationships and to involve them in product design.

Japanese companies, often makers of finished goods, made a priority of encouraging suppliers to modernise their production methods. These suppliers were then urged to pass the lessons on to their own suppliers. So the new ideas passed down the chain to second and third tier component makers, including small family-owned companies.

Competitors were forced to respond by making changes of their own, sometimes following Japanese methods, sometimes not, and occasionally introducing innovations which Japanese groups themselves had not considered.

In these ways, whole industries were modernised, notably motor cars and electronics. But the lessons also have spread to other industries. Local links have played a part. Sometimes employees of Japanese companies have left for other companies and taken the ideas with them. Sometimes college courses established with the support of a Japanese group have benefited other local businesses.



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Management by Peter Marsh

## Chief problem for companies

The main issue for multinationals is who to put in charge of operations

For Keith Whitbread, events have not worked out according to plan. In 1991 Mr Whitbread, an experienced logistics manager, took over as head of the newly-formed UK division of New Wave Logistics, a large Japanese-owned distribution company setting up in Europe.

To start with, Mr Whitbread was given virtually a free hand by his company, which is part of the giant NYK shipping business. It seemed as though New Wave, which also has logistics operations in Belgium and Italy, was happy to let Whitbread operate in his own style in the UK, using his own knowledge of the British distribution business and his good track record in a similar job at Federal Express, the US parcels service.

His division appeared successful, building a new £15m warehouse in Milton Keynes complete with the latest computer controls for tracking goods entering Britain from companies such as Pioneer, Sanyo and Casio. The warehouse employs about 100 people and has a throughput of goods worth about £1bn a year.

A few months ago, apparently after an internal row with his Japanese bosses, Mr Whitbread was forced to leave New Wave and is now looking for another job.

The events at New Wave underscore the problems that can occur when multinationals setting up in the UK tackle the number one management issue - who to put in charge. The choice often comes down to selecting someone who is ingrained in the inward-investor's company's culture, but is unfamiliar with the UK, or plumping for an outsider who has run similar enterprises in the UK.

A range of other possible management headaches crop up for multinationals in establishing themselves in a country such as the UK - many of them to do with how to run the business according to a global set of objectives, yet at the same time have sufficient flexibility to react to local issues over such factors as pay and working conditions.

There is no evidence that Japanese companies in the UK are any more or less susceptible to difficulties of this kind than those of any other nation. However, the wave of investments in the UK in the past 10 years by subsidiaries of big Japanese companies have inevitably led to a number of experiences of discord between managers at the subsidiaries and head offices.

Some of these problems can possibly be ascribed to cultural differences between the British and Japanese way of running businesses. In the case of Mr Whitbread, New Wave insists the departure was "amicable" and that he "left to pursue another direction in his career". However, an insider said Mr Whitbread fell out of favour with his superiors, "and he found that if you fall out with the Japanese then you're dead".

Sumantra Ghoshal, a professor in strategic leadership at London Business School, cautions against "too much accent on cultural issues" when examining multinational management strategies. "The concepts here are fuzzy; what some people may put down to cultural difficulties is often a simple problem of lousy management," said Mr Ghoshal.

But a detailed study last year by Keith Jones, then general manager of a British subsidiary of Nippondenso, Japan's biggest car components company, threw light on a host of management difficulties linked to cultural issues in the UK arms of Japanese companies.

A range of differences between the average Japanese and British manager - in areas such as attitudes to promotion, ways of communicating, and parceling out of tasks to subordinates - can easily lead to conflicts, according to Mr Jones, who at the time was

working for Teiford-based NDM Manufacturing, a company three quarters owned by Nippondenso and 25 per cent by Magneti Marelli of Italy.

In his thesis for a masters degree, Mr Jones, who has since left to work in Germany for Lear, a big US car seats manufacturer, also bemoaned the fact that not enough Japanese companies in the UK employed a UK executive in the top job.

Not all stories of multinationals switching managers around in the UK, sometimes with difficult consequences for the people concerned, involve Japanese businesses. Earlier this year, Black & Decker, the big US consumer products and tool manufacturer, installed Bob Schwarz, an American, as head of manufacturing at its three main European plants, of which one is in Spennymoor, Durham.

The job, created after Black & Decker reviewed its global manufacturing operations, had not previously existed. Inevitably it led to a clash with Bob Bowlam, the company's highly regarded UK technology director, whose role had involved a large responsibility for production strategy at Spennymoor. In the resulting changes, Mr Bowlam left the company.

Management control in some UK divisions of Japanese companies often appear, to the outsider at least, extremely smooth. Mr Keith Tipping, a

**Cultural differences may often be simply lousy management'**

British manager, has been in charge of the UK factory of Komatsu, the Japanese excavator company, since 1994 and is said by his company to enjoy considerable autonomy. Sony, which has had a UK manufacturing presence since 1973, has had several British managing directors, the present incumbent being David Pearson.

But in another Nippondenso subsidiary in the UK - Shipley-based ND Marston, which makes automotive radiators and in which again Magneti Marelli has a 25 per cent stake - the nationality of the chief executive recently became an issue.

Nippondenso (which in October is changing its name to Denso to reduce the accent on Japan and reflect its global ambitions), in February installed in the top job in Shipley Koichi Sato, an experienced executive from the company's Japanese operations.

He took over at ND, which from next month is to be called Denso Marston, after a two-year stint by another Japanese, Mr Katsumi "Keith" Susuki. Mr Susuki had in 1994 replaced a British chief, Mr Elfed Lewis, who had been in charge for five years.

Nippondenso resisted the temptation to bring in a British top manager, even though this would probably have been welcomed by the workforce and reinforced its credentials as a UK-based company. Its reason was that it wanted a tough, tried and tested top man to restore the subsidiary's profitability. The radiator company has seen a strong growth in sales, which in 1994 reached some £90m, but since 1992 has made a loss.

Another leadership issue arose a few months ago for the UK subsidiary of Epson, the big Japanese printer company, when it replaced its UK chief executive, Mr Yotomasa Yaguchi, with Mr Masao Aki Hama-moto, its European president, who will continue with that role while running the UK operations.

Someone familiar with Epson said: "Mr Yaguchi had been paddling his own canoe. He was too independent and did things the British way. Epson didn't like it." Epson said it did not want to comment on the affair beyond a statement which said Mr Yaguchi's five-year spell in the UK had been "very successful" and that his achievements were "considerable".

Promotion by Michael Cassell

## UK has finally got its act together

Attracting overseas manufacturers is a priority, but regional rivalries could interfere

Few people doubt the benefits to the regional and national economy of attracting inward investment, bringing with it new jobs, income, skills, technologies and practices.

But the UK's success in attracting foreign manufacturers has also become a source of controversy at local level. Though anxious to play their part in bringing new economic activity into their areas, some local authorities are questioning whether too much time and money is being spent on recruiting overseas companies and not enough on supporting and developing indigenous business.

A recent report from the independent policy commission set up by the Labour party to examine strategies for regional economic development emphasised that inward investment is not a panacea for economic regeneration in the regions.

It pointed out that Leicester TEC, for example, believed only 5 to 10 per cent of new jobs in its area would in future come from inward investment,

with the expansion of existing businesses providing almost all the balance.

The report said the clear message was that promoting inward investment by overseas companies should be additional to, not a substitute for, promoting indigenous investment. It echoed fears that too much reliance on inward investment meant the UK regions would merely become "branch plant" economies adding little to the UK macro-economy and over which government and regional authorities would have little influence and control.

Another report published earlier this year by accountants Ernst & Young called on local authorities to reappraise their inward investment efforts, which were often spread too thinly and ineffectively. While not denying the potential benefits of this type of investment it also pointed out that it was "often easier and less costly to retain an existing company than attract a first-time investor".

The need to strike a sensible balance is widely accepted and, in many cases, the reality is that resources for encouraging economic regeneration of any sort are extremely limited.

But whatever the fears about local economies falling into the

hands of international paymasters, the effort to bring overseas manufacturers to the UK now attracts the highest political priority at national level.

After years during which the national campaign to market the country as a prime manufacturing base was acknowledged to be poorly resourced and badly orchestrated, the UK now seems to have got its act together.

A jigsaw of effective local partnerships between a wide range of economic development organisations, led at national level by the Invest in Britain Bureau, is almost complete and beginning to pay dividends, according to Mr Andrew Fraser, IBB chief executive.

Co-operation is promoted via the IBB - primarily charged with marketing the UK abroad - through Locals in Scotland, the Welsh Development Agency, the Industrial Development Board for Northern Ireland and, in England, through the regional development organisations. The IBB currently has an annual budget of £10.5m, accounted for by promotional activity and by funds for distribution in grants.

The RDOS, which choreograph locally the efforts of TECs, universities, science

parks, local authorities and English Partnerships, each cover areas accounting for between 5 and 10 per cent of gross domestic product. "They provide the economic building blocks on which we build a countrywide effort; together all these bodies can achieve a cohesion which allows the regions to punch above their weight," Mr Fraser adds.

Some regions have unquestionably worked up earlier than others to the potential economic rewards of winning foreign investment. Organisations like the Northern Development Company, the regeneration body for north-east England and Cumbria, and Northern Ireland's Industrial Development Board have proved themselves extremely effective while some other regions have been slow to marshal resources.

The east and south-east, in particular, appear to have been less well organised in exploiting the potential of inward investment, although it is fair to stress that they were competing against regions which could offer the added advantages of grant aid.

As an early beneficiary of the original wave of inward manufacturing investment, parts of the south ignored the potential competition from

other regions and have only now been stung into action by the spectacular successes notched up elsewhere in the UK.

No one is complacent enough to suggest the entire national effort cannot be improved. Ernst & Young pointed out in its report that many local authorities were severely hampered by a lack of understanding of the inward investment market; it said some authorities were undertaking promotional activities which only had a limited impact.

The report also found that most local authorities viewed their neighbouring regions as their principal competitors for inward investment, highlighting a regional competitiveness which is understandable but not necessarily always helpful.

The IBB recognises that there will always be rivalries and tensions between the regions and the bodies charged with attracting new investment and it is anxious to ensure that these do not undermine the national effort. "The biggest problem is when cities or areas rush off to try and do their own thing," says Mr Fraser.

He adds: "We are going to have to manage the process of regional rivalry very carefully but we are evolving a system



Andrew Fraser: regional rivalry must be managed carefully

in which national and local government are working more closely together, giving us a priceless advantage."

Mr Jonathan French, economic development officer for North Yorkshire, is not alone in suggesting that regional rivalry for new investment is a positive force, ensuring local organisations stay on their toes and making potential newcomers fully aware of all the opportunities available. But he believes there is still room for better co-ordination when it comes to promoting the UK overseas.

"The IBB is in the process of strengthening its overseas marketing effort and is keen to see its national team win a higher profile both abroad and around the UK."

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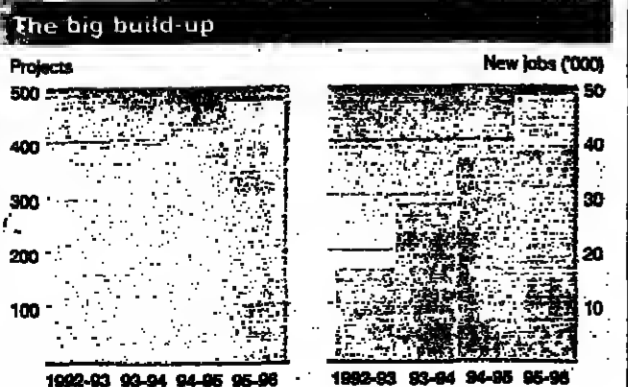
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4 INWARD INVESTMENT

North east by Chris Tighe

# Partnership proves its worth

Inward investment into the north east during the past decade has created 39,580 jobs

Ten years ago today, the Northern Development Company was officially born. The NDC's formation, after two years of bridge-building between competing interest groups and organisations, was of crucial importance in fostering the "partnership" philosophy which has since been so vital to north-east England's success in attracting inward investment.

In the early 1980s, as the north east and Cumbria struggled with the decline of traditional heavy industries, many in the region wanted a generously funded development agency on Scottish lines - an aspiration which the renewed debate on devolution has again fanned.

But the NDC, while run on a modest budget, delivered something money alone could not buy - a consensus between the private sector, the trade unions and the local authorities that they would work together for the good of the region to win inward investment.

Inevitably, there have sometimes been strains but the demonstrable success of the partnership approach in securing foreign direct investment has continued to focus participants' minds.

The north east, with important investments by Nissan, Fujitsu, Samsung and dozens of other Far East companies, now claims to be the principal European centre for manufacturing investment from the Asia-Pacific area. While the northern region accounts for about 5 per cent of UK GDP, it has received over the last decade more than 10 per cent

of all foreign direct investment coming into the UK.

The NDC says inward investment into the area since 1985 has created 39,580 jobs - this figure includes forecasts of future jobs - and safeguarded another 25,068. Inward investment spending, including future commitments, totals £7.4bn.

The latest Regional Trends Survey showed that by 1993 the north east and Cumbria had the second highest level in the UK regions of gross value added per employee in manufacturing. At £30,474, it was bettered only by the south-east.

And new government figures on manufacturing productivity show the north east top of all UK regions in 1994 in value added per employee.

Inward investors contributed directly, through their own plants, and, indirectly, through their impact on the supply chain and their influence on indigenous companies.

Inward investment, says NDC chief executive Mr John Bridge, has revolutionised the north's industrial base. "It's not a bolt on," he says. "Ministers must understand it's a highly integrated part of the UK economy."

The north east, which has

captured nearly all the last decade's inward investment into the northern region, now faces a new challenge - large site availability. While it still has high quality greenfield sites, the availability of very large sites, with a high level of utility services readily on hand, is another matter. "We are running out of sites if you look at 200 acres and above," says Mr Bridge.

The NDC's most recent board meeting agreed that an action team be formed, comprising representatives from NDC, the government office for the north east, the government-backed regeneration body English Partnerships and each of the area's local authorities, to address this problem.

The team's purpose will be to identify several prime 200-acre sites - possibly straddling local authority boundaries - and ensure they have the utility infrastructure necessary to attract prestige inward investors. This objective will again test the partnership approach, since it needs co-operation from those who will not have one of the chosen sites on their patch.

"We have to really concentrate our minds," says Mr Bridge. "What we need to come out of this are two or three sites in the region which are our deluxe portfolio."

The less publicised business of winning reinvestment by those already in the region is a key NDC area of activity. In 1995/96, of the 10,420 new and safeguarded jobs NDC attributes to inward investment from overseas, 40 per cent came from 42 expansion projects, with a capital spend of £1.3bn.

Reinvestment's importance was highlighted by Fujitsu's decision to delay the planned expansion of its County Durham semiconductor plant because of the present downturn in the global microchip market. At £916m this expansion is bigger than most new inward investment projects.

Another recent announcement underlined NDC chairman Sir George Russell's maxim. "Our expansion is somebody else's inward investment". South Shields-based printed circuit board maker, Interconnection Systems Ltd (ISL), a homegrown high technology company, announced it had chosen north Tyneside for a new £120m, 1,000-job plant. Central Scotland and Spain had also been contenders. To sea an indigenous success story slip away would have been mortifying for the north east.

The choice of north Tyneside last year by Siemens for a semiconductor plant, now under construction, has, Mr Bridge believes, given the region, which already had Fujitsu, a critical mass in semiconductors. Although this will not create a Nissan-style cluster of component plants, he hopes it will stimulate some specialist supplier investment and provide more work, possibly for indigenous companies, in sophisticated maintenance activities.

As Samsung has chosen Tyneside for its new European

electronics manufacturing complex, there are strong hopes this will also in time be its chosen site for European semiconductor manufacture.

However, with two semiconductor plants already and the prospect of a third, the region may find it more difficult to attract other microchip manufacturers, companies may not wish to locate near competitors, partly because of skills availability, and UK politicians will be keen to see prestigious inward investment widely distributed. Significantly, LG's big new semiconductor and electronics project has gone to Wales.

Raising skills levels and ensuring availability of suitable recruits is a key challenge for the north east. For all its

inward investment success, it still has Britain's highest regional unemployment rate. Educational aspirations remain lowest in those areas where employment is most needed.

As well as working to attract more inward investors - mobile telephone manufacturers are a target - NDC is trying to ensure through its supply chain programme that indigenous companies capitalise on the spin-off business potential of inward investors.

In January 1995, it set a two-year target of establishing 50 supply chain projects involving large companies, mostly inward investors, in the region. It has so far set up 58, which by March 1996 had brought indigenous companies contracts worth £55m.

Chris Tighe

Year	Projects	New jobs	Safe jobs	Total jobs	£m
1985	25	1,887	2,272	4,159	98.58
1986	28	3,898	1,236	4,994	328.436
1987	28	2,857	734	3,641	302.382
1988	30	4,351	51	3,382	98.61
1989	45	4,433	1,264	5,787	526.095
1990	51	2,853	1,470	4,323	416.293
1991	49	2,202	2,595	4,897	677.408
1992	39	2,981	2,516	5,497	548.25
1993	43	3,129	3,372	6,500	147.252
1994	56	6,113	5,751	11,804	1,006.17
1995	57	5,674	2,832	8,506	3,018.12
<b>TOTAL</b>	<b>461</b>	<b>39,257</b>	<b>24,283</b>	<b>62,810</b>	<b>7,174.873</b>

Source: Northern Development Company

London and the south east: by Michael Cassell

# Top European location for business

Vision, investment and government support are needed to back the capital's role

London has developed over many decades into one of the international business community's favourite locations, with one in four of Europe's biggest 500 businesses by market capitalisation based in the capital. Repeatedly voted the best European location for business, London accounts for 15 per cent of UK gross domestic product and boasts an impressive list of credentials helping to make it one of the world's biggest commercial, banking and financial centres.

The City of London is home to the world's largest centre for the trading of international securities. It leads the global

foreign exchange market ahead of New York and Tokyo, dominates the eurobond market and remains the world leader in marine and aviation insurance.

So far so good. But there are those who believe that a dangerous complacency has developed, endangering London's international position and threatening to undermine one of the pillars upon which the UK economy is built.

There is general recognition that efforts to promote the capital, without a city-wide authority for the last ten years, have been weak and poorly co-ordinated. A recent study commissioned by the government compared the capital's standing in four sectors - financial and business services, tourism, creative and cultural industries and "power and influence" - against those in New York, Paris and Tokyo. Its verdict was that, in most

respects, London remained top of the class but that urgent work would be needed to ensure its position was maintained if it was to remain a world city in 50 years' time.

The study criticised the government for not taking London's potential seriously and concluded that "long-term vision and investment" would be needed if the capital was to exploit fully its position.

The doubts have been echoed in the City, where the promotion panel set up last year by the Treasury to promote the entire range of UK financial services overseas has repeatedly come under fire for failing to make progress.

But there are now grounds for optimism with the emergence of a newly developing partnership between government and the private sector intended to formulate and implement a co-ordinated strategy for London.

Financial help is at hand in the shape of regional selective assistance, available as a result of the designation for the first time of three areas of the capital - Lee Valley, Park Royal and Thames Gateway. Between them, these areas offer a wide choice of development sites for manufacturers and service industries.

An important element in the strategy for economic regeneration is the attraction of inward investors, a task which falls primarily to the London First Centre, a body with the status of a Government regional development organisation and charged with securing overseas investment for all 33 London boroughs, including the City of London, Westminster and Docklands.

London First Centre is working alongside several other promotional organisations in the capital, notably London Pride Partnership, the body which brings together business organisations, local government, police and voluntary organisations to consider economic action plans for greater London. Also active is the Joint London Advisory Panel, which brings London Pride Partnership and central government together under Mr John Gummer, environment secretary and minister for London.

According to Mr John Cox, who has just stepped down as chief executive of London First Centre: "Although London was regarded worldwide as a leading city, there was evidence it was sitting back while other centres were promoting themselves actively to companies."

"We cannot afford to underestimate the level of competition facing us from emerging cities such as Berlin. London will lose out if it does not compete and compete very effectively."

London First Centre - with an annual £2m budget jointly funded by local and national government and the private sector - handles inquiries involving manufacturing and headquarters operations. It reports that many potential investors are venturing overseas to access niche markets but their investment is often very small.

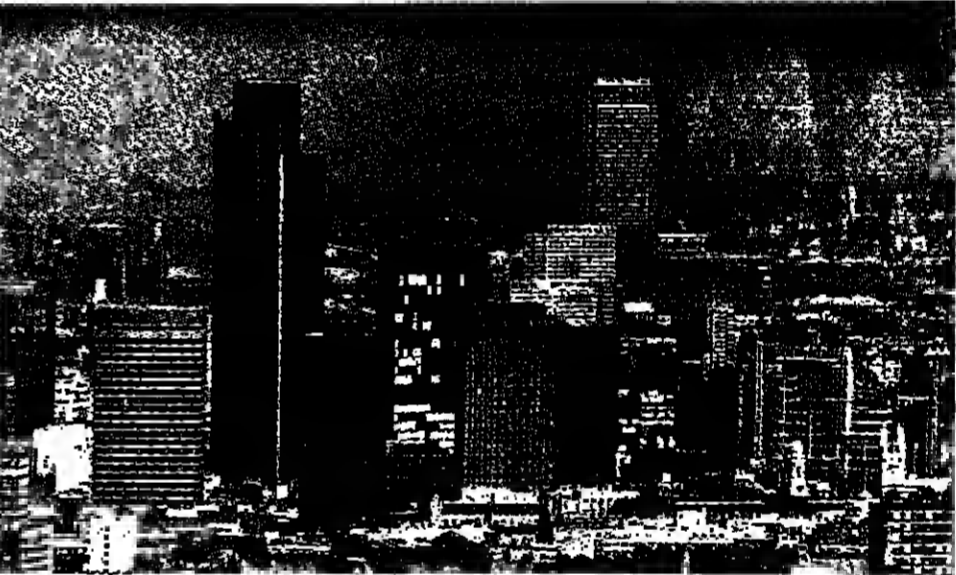
It appears that even large international businesses coming to London for the first time are cautious about the scale of their start-up, resulting in so-called "toe-dipping" - not committing large resources until the market is proven.

The organisation believes one key to success lies in giving special emphasis to well-defined sectors, such as health-care and film production. Initiatives in these areas, under separately established organisations, are under way.

Mr Cox stresses that London should not be seen as competing with the regions for inward investors, rather that a stronger economy for the capital means a stronger national economy.

His view is shared by Lord Sheppard, chairman of London First, the private sector body formed to help fill the strategic vacuum left after the abolition of the Greater London Council and which now shares a chief executive with London First Centre.

Lord Sheppard acknowledges the existence of "regional jealousy" and says London should help build a partnership with other parts of the country. He cites the decision by Samsung - the South Korean electronics group with manufacturing plant in the north-east - to move its European headquarters to London as a welcome example of "dual investment" which will be of benefit to the whole country.



Efforts to promote London have been weak and poorly co-ordinated

He adds: "London has a responsibility to the rest of the country to be a leading world city. At the same time, the regions must both recognise and support London and resist the temptation to knock the capital. Remember, we are not competitors - the rivals for success are Paris, Brussels, Frankfurt and further afield."

Despite the new sense of urgency and co-operation behind the latest efforts to promote London overseas, there remain familiar complaints about a scale of resources which compares badly with those available to some of the UK capital's other competitors.

There is also criticism that responsibility for selling London and helping its economic regeneration is still split between too many organisations. Calls for a directly elected authority for the capital have been growing and London First itself has agreed in principle to back the concept of a "governor" for London with powers similar to those recently proposed by the Labour party.

A draft policy paper highlights the lack of "a strong and effective" voice to champion London and make its case with government and abroad.

CASE STUDY LG Electronics

# Northern expansion

Few projects better illustrate the regional importance of reinvestment - and the wider considerations which influence it - than LG Electronics' new plant in Washington, Tyne and Wear.

A £28m development on a 15-acre greenfield, with the capacity to produce more than 1m microwaves and 700,000 televisions a year, it has superseded a much more modest operation in a former kitchen fittings factory on a South Shields industrial estate.

In 1988, in the face of anti-dumping regulations, Korean-owned LG needed to start producing microwaves in Europe.

It bought the Washington site from the Commission for the New Towns, but leased the South Shields factory to start production quickly. Staffed by 60-70 people, it produced 100,000 microwaves a year.

In 1994, as LG Electronics developed its globalisation policy, it reviewed its European market strategy.

Despite owning the Washington land, development there was not automatic, says Mr Ray Couch, general manager, resources, LG's most senior and long-standing UK employee in the region.

"We were in competition with other locations," Mr Couch says. These included Ireland, France and Spain.

Mr Couch says he likes to think the South Shields' plant's good performance and the local workforce's

flexible approach tipped the balance. "It wasn't just the financial assistance, although that's an element." Support from NDC and other economic development bodies in the area - all keen to encourage reinvestment by existing inward investors - was also very helpful to the region's case.

Opened in May 1995, the plant now employs 325 people. It has some senior Korean managers but, says Mr Couch, LG is actively pursuing localisation of personnel as well as suppliers.

LG Electronics also has a fridge-making plant in Milan and a video cassette recorder factory in Worms, Germany, but Washington is its main European plant.

There was some regret in the north east when LG chose south Wales for its new electronics complex but Mr Couch is resolutely upbeat.

There was insufficient land beside the Washington plant for the new project; LG did not want to locate very near Korean rival Samsung in Tyneside and decided against a proposed Northumberland site.

Jo Chexal, the NDC's director of international marketing, says there was bound to be some disappointment over this in view of the region's previous Korean successes. But as she points out: "You can't expect to have every Korean investment."

Chris Tighe



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6 INWARD INVESTMENT

North west by Ian Hamilton Fazey

# Becoming a best-seller

EU special funds for Merseyside will bring three large sites into use over the next few years

North-west England has been selling itself increasingly well to the world in the past 10 years, in spite of not always being successful when competing for investors and jobs. Inward, the agency for the region backed by the Invest in Britain Bureau, has the data to prove it.

Inward claimed three successes during its foundation year of 1985-86, then took nearly four years to pass a cumulative total of 50. But it achieved its century within the following two years and had more than doubled this three years later. The year just ended saw 31 new projects to bring the 11-year total to 243.

With only half a dozen north-west projects creating more than 300 jobs initially, they have not had the sort of publicity associated with the arrival of Nissan, Fujitsu, Samsung and Siemens in north-east England during the same 11-year period. The north west has not won big projects mainly because it is short of the large sites of 200 acres or more needed for them. However, the cumulative effect of the 243 suggests the region is nevertheless one of the UK's most successful in attracting inward investment. They brought with them direct capital spending worth nearly £584m and have directly created more than 16,384 jobs, bringing at least a similar number in their wake through associated economic activity. The year ended March 31 was particularly productive, with 31 new inward investments - or expansions by foreign companies already there. Direct capital investment was more than £117m, or 20 per

cent of the 11-year total, and the 4,244 direct jobs comprised nearly 26 per cent of those created by inward investors since 1985.

Why this success? The region's political and business leaders collectively believe it offers six attractive benefits other regions struggle to match:

■ **Critical mass.** Economically speaking, the region is the largest outside London and the south-east, including Scotland, accounting for more than 10 per cent of UK gross domestic product. It houses about 7m people - 2.6m of them in Greater Manchester and 1.3m on Merseyside - and has developed a complete range of financial and professional services for industry and commerce in the last eight years.

■ **Infrastructure.** The north west has the most complete network of interconnected motorways in the UK and more of them than anywhere else. Critically, the M6 and M52 - two of the UK's principal north-south and east-west routes - cross at Warrington, a few miles from the "driving-time centre" of Britain, the Cheshire town of Knutsford, where 97 per cent of the population of England, Scotland and Wales is within a 200-mile radius.

■ **Manchester Airport,** which

is five miles from Knutsford, and has more than 20m people living within two hours' drive. The airport has more than trebled in size since 1985 and handles around 15m passengers a year. This volume has enabled it to develop comprehensive scheduled services to the US, throughout Europe, and to the Middle East and Asian-Pacific markets.

Nearly all inward investors, particularly from the US, cite the airport as a principal reason for choosing north-west England.

■ **Skilled labour.** In spite of skill shortages common throughout the UK, the region still has a plentiful supply of trainable talent. There are four large universities in Greater Manchester, two on Merseyside and two in Lancashire, plus Manchester Business School - a postgraduate college.

■ **A large expatriate community.** There are about 1,400 foreign-owned companies in the north west, including about 300 from the US. Inward says this helps attract others from the countries concerned. There have been more than 70 new US investments since 1985, with 26 from Japan and more than 21 from Germany, with these three countries accounting for at least 7,500 new jobs.

■ **Grants.** These are not crucial with most US executives,

who see them as marginal compared with long-term market considerations, but they can be important for some Japanese inward investors faced with good offers to locate elsewhere in Europe. The north west's best grants are on Merseyside, which is in the middle of spending £630m from the EU over six years to bring its local economy up to average European levels of output and productivity.

All of this means north-west England has done well in attracting foreign investors in spite of inward's not being supported financially by all local councils, as is its north-east counterpart, the Northern Development Company. Some councils run their own promotional programmes and support inward, but some take the benefits of inward's central role without contributing.

These additional voices clamouring for attention include successful agencies such as the Wirral Investment Network, which acts for the attractive peninsula between the Mersey and the Dee, St Helens First, which is capably exploiting a new link road between the Merseyside town and the motorway network, and Lancashire Enterprises, the Presto-based, privatised economic development arm of Lancashire county council.

Critical work has also been done by the government-backed development corporations for Trafford Park in Greater Manchester and for Merseyside.

The EU's special funds for Merseyside will bring three important large sites into use over the next few years - the old Liverpool Airport, abandoned when the airport moved to a better site and modern buildings in the 1960s, parts of the Cammell Laird shipyard in Birkenhead, and Parkside colliery in St Helens, which is on the M5 motorway and only two miles from the M52.

	Projects	Jobs	Capital investment (£m)
1985-86	3	106	12.75
1986-87	12	511	56.86
1987-88	14	758	17.25
1988-89	16	578	35.04
1989-90	13	1,013	22.01
1990-91	23	1,070	38.17
1991-92	30	1,207	37.41
1992-93	36	2,551	42.96
1993-94	38	2,883	108.26
1994-95	21	1,487	83.28
1995-96	31	4,244	117.25
<b>TOTAL</b>	<b>243</b>	<b>16,384</b>	<b>683.72</b>

*Source: Inward*



Second Severn crossing: eases the flow of traffic to and from Wales

Wales: by Roland Adburgham

# Springboard into Europe

The new Severn bridge should lessen the perception that Wales is remote

If confirmation were needed of Wales's claim to be a springboard into Europe for international companies, that is provided by this month's decision by LG, the South Korean industrial group, to invest £1.7m there.

LG's project is being hailed as Europe's biggest inward investment deal yet. Its electronics factory and semiconductor plant, to be sited together at Newport in south-east Wales, promise 8,100 jobs and at least as many among supply and support companies.

Wales, in securing the project after tough competition with other regions, can state that LG's reasons for choosing the Celtic country as its European base are a summary of its advantages.

First, LG could be offered a large, 250-acre site next to a motorway. This site is within a few miles of the second Severn bridge opened last month. The crossing, which links the west of England with south Wales, minimises the delays which traffic experienced on the congested first bridge, and lessens the perception that Wales is remote from London and continental Europe.

Second, the Welsh could

offer a package of aid - valued at up to 250m - in the form of regional selective assistance, the free provision of the fully-serviced site, and training of employees. There will also be an "after care" programme and help with the sourcing of components.

In organising this support, an important factor is the so-called "Team Wales" approach, led by the Welsh Development Agency in conjunction with the Welsh Office, local authorities, training and enterprise councils.

Another selling point for Wales is that wage costs are relatively low (although international companies pay above average) and labour relations are generally good. LG stressed that the Welsh workforce was "well known for their commitment and productivity".

Other advantages are not unique - such as the English language. But foreign direct investment in Wales (more than 350 overseas companies are based there) has helped to foster an international outlook. Wales increasingly sees itself as a region of Europe, as well as a region of the UK (even if public opinion is divided over the merits of the Labour party's plans for devolution).

Despite the merits of the Welsh "offer" to overseas companies, in recent years its share of foreign direct investment slipped. But even before the LG announcement, there was evidence that the WDA,

after a reorganisation, was back on track.

There have been significant recent projects. Halls, the first Korean company to come to Wales, is setting up a £17m plant to make earth-moving equipment. A Japanese-German joint venture, Ocean Technical Glass, is in progress at Cardiff Bay. Newport Wafer-Fab, the subsidiary of Hong Kong-based QPL, is building a second semiconductor plant.

Mr James Turner, managing director of the WDA's international division, points out that, although the global market for inward investment has returned to a growth phase, the market place has changed. Developing countries are taking a greater share and, at the same time, there has been an "explosion" in the number of development agencies across the European continent.

"The international investor is faced with a huge amount of choice - it is a buyer's market," he says. "The market has become more competitive and more complex. To respond to that, one raises one's game plan and becomes even more professional, and that is certainly something we've done at the WDA."

That plan, he suggests, hinges upon "the ability to demonstrate to businesses that we can provide a solution to their needs, and to focus very specifically on particular companies in particular sectors."

"We do not set out to present

to companies the 10 best reasons to come to Wales, but to take their needs and present them with a solution - albeit a Welsh solution. What distinguishes the man from the boys is the whole question of deliverability - it is a case of translating promises into concrete action."

The WDA attaches growing importance to "after care". "One mustn't assume that just because a company has come to Wales it is there for life - it is important to look after it," Mr Turner says. "The best advantage we have in attracting new business is the ability to demonstrate that existing investors are succeeding here and growing."

Sectors in which Wales is successful include automotive components, electronics, food processing and aerospace. But there is a recognition that an up-skilled labour force is needed if Wales is to lure more technology-based and research operations.

Other regions, particularly after the LG announcement, criticise the amount of government aid which Wales can offer. Mr Turner acknowledges: "The ability to put together a structured financial package is a vital and integral part of the total package. But finance is only one element in the decision a company will make. A company seeking to maximise tax breaks or subsidies is not the type of business that is likely to be happy in Wales."

PROFILE Photronics

# Geography the crucial factor

The latest US company to invade north-west England did so because of geography. The site for its new factory is 20 minutes from Manchester airport and within two miles of the nearest motorway. For Photronics, these were crucial considerations.

The company is the leading US manufacturer of photomasks, a crucial element in making semiconductor chips. They are high-precision quartz plates containing microscopic images of electronic circuits and are used to etch circuit patterns into semiconductor wafers.

Why geography was crucial to Photronics is explained by

Mr Michael Yomazzo, the chief executive: "The semiconductor business is a global one where our customers use just-in-time principles and want their photomasks at 24 hours' notice," he says. "The European market grew by 45 per cent last year. We could not service it satisfactorily from the US."

There was strong competition throughout the EU for the project, with the New York office of the Invest in Britain Bureau handling the UK's initial contacts. The investment is part of Photronics's aim to break out of a domestic market which - although it yielded record sales and profits of \$125.3m and \$18.6m

respectively last year from plants in California, Colorado, Connecticut and Texas - was too confined to allow it to take on its main global competitor, Du Pont, as effectively as it wished.

The result will be a £47m development in Trafford Park, Greater Manchester, which Photronics will make its base for expansion in European markets in a bid to improve on the 10 per cent world market share which already makes it the world's largest photomask manufacturer.

"With this, a purchase in Switzerland, and new plants in Singapore and South Korea, we are going global," says Mr

Constantine "Deno" Macriostas, the company's chairman. "We chose Trafford Park because of its excellent strategic location near Manchester airport and on the UK national motorway network."

As part of the deal, Photronics has bought the photomasking business of GEC-Plessey. The 34,000 sq ft Trafford Park factory will create about 270 jobs, with another 33 transferring from GEC-Plessey's plant at Oldham. The £47m included the purchase figure, which has not been disclosed.

Attracting the business to the UK was thought important enough for it to be given grants from the government. Manchester Training and Enterprise Council and Trafford Park Development Corporation totalling £3m. Moreover, the corporation razed 20 small industrial units - built less than 10 years ago - to create a pleasant, two-acre water-side site for the new factory in Manchester's docklands.

Many will see this high-tech, high-profile development, therefore, as symbolic of the regeneration of Trafford Park. Europe's first industrial estate.

Ian Hamilton Fazey

CASE STUDY Traitec UK

# Expanding opportunities

One Japanese company in Wales began expanding almost the moment it arrived. In January, it announced a £5m project expected to create 45 jobs. Last month, it announced it was increasing its investment to £7.3m and would need a larger factory and more employees.

The company, Traitec UK, is a subsidiary of Shimizu Industry and is the first Japanese manufacturer to set up in mid Wales. It makes plastic products, principally for the automotive industry, with one of its main customers being Nissan. Densu's components plant at Telford, Shropshire.

At the start of the year, Traitec made a temporary move into a 12,000 sq ft factory at Newtown, Powys, while plans were drawn up for a permanent, purpose-built factory. Traitec had intended to have a 25,000 sq ft plant but decided to accelerate its expansion programme. Work has now started on a 51,000 sq ft factory which is being built for Traitec by the Development Board for Rural Wales.

The park, Buttington Cross at Welshpool, has already attracted two other foreign-owned manufacturers. Wipac UK of Finland, which makes packaging film for the

fresh food industry, and MVO of Italy, which makes plastic components for computer printers and photocopiers. "We are very pleased with the way Traitec has begun its operations in rural Wales," said Mr Tadashi Shimizu, president of Shimizu Industry. He had also been pleased with the speed at which its project had been handled. "It is quite remarkable that the DBRW has found us premises, come up with plans for a new factory and a grant has been processed in just 10 weeks from our initial inquiry," he said at the time.

Mr Grenville Jackson, DBRW director east, says:

"Within 12 months of the first contact with us, they will be in production in the new plant. We are increasingly finding that, in terms of competing for projects, speed gives us a very strong competitive advantage. If we can put projects together quickly, we can win them. Other things have to be taken into account, but once a company has taken a decision, it wants to move very quickly." Mr Wales, he says, has the advantage of offering rapid links to both Manchester and Birmingham airports.

Roland Adburgham

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Scotland: by James Buxton

# Taiwan closes an important gap

### Locate in Scotland claims that 1995-96 was another record year for inward investment

Last year it was Scotland's turn to achieve an inward investment spectacular. A few months after Siemens, the German electronics company, had announced plans to set up a semiconductor plant near Newcastle, the Chung Hwa Picture Tube company of Taiwan and the Scottish Office made their own joint announcement.

Chung Hwa would set up a plant making cathode ray tubes for televisions and computers at Mossend in Lanarkshire, involving capital expenditure of £250m. The project is expected to create 3,500 jobs over the next four to five years.

What made the Chung Hwa investment particularly satisfying for Scotland was that the number of jobs involved was roughly the same as those lost in the closure between 1990 and 1992 of British Steel's Ravenscraig steel complex, also in Lanarkshire. Furthermore, the project will fill an important gap in the product line of component suppliers in

Silicon Glen, the Scottish electronics industry. Scotland continues to receive a steady stream of inward investment. Locate in Scotland, the inward investment agency which is a joint operation of Scottish Enterprise and the Scottish Office, recently claimed that 1995-96 had been another record year. It achieved its highest ever figure for the number of planned jobs that would be created or safeguarded by investment from outside Scotland, a total of 12,500.

The number of planned inward investment projects in the financial year fell, however, from the 1994-95 figure of 97 to 84, and the total planned investment was slightly down at £261m compared with £1.1bn in the previous year.

The figures are only a rough guide because they are compiled by adding up the planned investment and employment totals stated by the investing companies. The Scottish Office regularly warns that a few projects may not go ahead and others may be scaled down.

Although electronics accounted for three quarters of all new inward investment in Scotland in 1995-96 - a figure roughly in line with previous years - there were also investment decisions by companies in sectors such as chemicals, engineering and food and drink, some of it from UK companies.

The process continues: in May Mr Michael Forsyth, Scottish secretary, announced in Scotland that the South Korean company Shin Ho Tech would set up a plant in Glenrothes to make computer monitors.

Mr George Kynoch, the Scottish industry minister, attributes Scotland's inward investment success partly to the professionalism of Locate in Scotland which provides a one-stop shop for companies interested in coming to Scotland. Like the Welsh Development Agency in Wales, LIS has an advantage over parts of England which are less able to co-ordinate the operations of local government and local development bodies.

However, there have recently been suggestions that the Treasury is unhappy that these two well-established agencies may waste money by attempting to outbid each other with aid packages and other benefits to attract companies.

The supposed threat to Locate in Scotland has a predictable closing of ranks, with Sir Donald Mackay, chairman of the South Korean Enterprise, saying that "the independence of LIS will be stonily defended".

The Invest in Britain Bureau, an offshoot of the Department of Trade and Industry, has made little secret of its wish to centralise the UK's initial approach to potential inward investors and leave the regional agencies to find

them a home and look after established investors. But the Scots believe it would be difficult for the BIS to match the professionalism of the main regional agencies.

A more potent threat is posed by competition from Ireland which continues to gain incoming companies at the expense of Scotland. At the end of June, International Business Machines decided to expand its telephone-based customer service operation for Europe.

Of the 960 jobs this will create, some 700 will be in Ireland, with the remainder going to IBM's plant at Greenock in Renfrewshire.

PROFILE George Kynoch

# Salesman for Scotland



George Kynoch: a bit of marketing and a bit of diplomacy

The briefest flip through the latest report of Locate in Scotland leaves one in no doubt about the identity of the Scottish office industry minister: George Kynoch's face appears on 13 of its 22 pages.

His photograph is almost always taken when inward investments to Scotland are announced. But in the case of Chung Hwa, the biggest inward investment Scotland has ever won in terms of jobs, Mr Kynoch was involved almost from the start.

In early 1995, shortly after being catapulted from the back benches to ministerial office, Mr Kynoch was asked at short notice to host a dinner in Edinburgh for senior executives of Tatung, the Taiwanese parent of Chung Hwa. "It meant getting myself slipped from a three-line whip at Westminster to fly up to Scotland," he recalls.

Japan in his business career with the formerly family-owned textile company G & G Kynoch, he knew the importance of developing "good personal relationships with the people you are working with".

Though Scotland's inward investment effort is a partnership of the Scottish Office, Scottish Enterprise, local enterprise companies and local authorities, it was necessary in an important case such as Chung Hwa to show that "the government was involved from the top".

In late summer Mr Kynoch was paying one of the UK government's limited ministerial visits to Taipei. A decision by Tatung was imminent and he led the Scottish negotiating team. After a time he asked Mr C.Y. Lin, a member of the family that owns Tatung, to take him round some of its factories while the negotiators hammered out

details. When the two returned the Taiwanese said that they had chosen Scotland, subject to some conditions.

Looking back, he says: "I suppose you could call my role a bit of marketing, a bit of diplomacy and a bit of chairmanship. When you are up against strong rival assistance packages from other inward investment locations, to see the UK sold by a minister can be very important."

James Buxton

CASE STUDY Mann & Hummel

# Midlands beats off rivals

On the global scale of international investment, the £125m plant beginning construction near Wolverhampton is hardly large. But it is a mark of the intense competition surrounding inward investors that more than 25 sites across the UK and continental Europe were seriously considered before Mann & Hummel, the German car component manufacturer, settled on the Midlands.

The 11-acre air filter factory, which will create more than 150 jobs in Hilton Cross near South Staffordshire, is Mann & Hummel's first investment in the UK. Hilton Cross had to beat more obvious competitors such as an expansion of the company's existing factories in Spain,

eastern Germany and the Czech Republic. Hilton Cross also faced competition from several sites in the UK. South Yorkshire, the North East and the East Midlands were all strong contenders to attract the company, which is based near Stuttgart and claims around half of Europe's market in car air filters.

However, the West Midlands' package of assisted area status, low labour costs and its large automotive industry, provided a strong overall argument to beat its rival sites. Mr Jurgen Gabriel, of Mann & Hummel, said: "One of the most important reasons for choosing this site is the communications with our customers. We have a policy to be nearer to our

customers and to go where they are. "But another important reason is the lower costs, particularly labour costs. In eastern Germany, for instance, we think the gap between labour costs there and in western Germany will shrink faster than the gap between the UK and Germany overall."

Leading the bid to attract Mann & Hummel, West Midlands Development Agency reassured the board about the region's industrial skills by arranging meetings with other German investors. It was in discussions with Brose in Coventry and VDO Instruments in Birmingham that Mann & Hummel became convinced that issues of productivity and recruitment

would not cause problems for the new plant. The overall package offered by the West Midlands includes training assistance from Wolverhampton Training and Enterprise Council. But it also takes advantage of the new Regional Supply Office, which will source components such as air filter casings and plastic injection mouldings from local suppliers.

By next spring, when the plant is due to begin production, Mann & Hummel hopes to have begun work on further plans for inward investment in the region. Mr Gabriel said: "This is just the first and assured stage. It is possible that we will expand this factory."

Richard Wolfe

Midlands: by Richard Wolfe

# Big projects elude region

### Behind the headline figures are concerns that the Midlands is falling behind its rivals

By its own admission the Midlands has been relatively slow to respond to the fierce competition over inward investment into the UK. In spite of its traditional strengths in manufacturing, as well as its ability to call on government and EU grants, the region is disappointed by its record of securing success with foreign investors.

At first glance the figures seem encouraging. The West Midlands attracted 76 investment projects worth £840m last year, creating a record 7,000 jobs and safeguarding another 4,400. It consistently wins around a fifth of all new direct investment in the UK, amounting to more than 25% of investment over the last 10 years.

But behind the headline figures are concerns that the region is falling behind its UK rivals. Of the 76 investment projects in the West Midlands, just 13 represented new companies and the average size of each project remains small at around 95 jobs each.

In the East Midlands the figures are more disappointing. In spite of having one of the largest manufacturing sectors of any region, the East Midlands attracts just 5 per cent of inward investment compared to its production of around 7 per cent of GDP.

In its recent studies of regional competitiveness, the Confederation of British Industry highlighted both regions' shortcomings in winning inward investment - particularly large projects. The CBI said both the East and West Midlands were struggling against a lack of support within their own regions.

of inward investment because of a lack of co-ordination between those leading bids. Meanwhile, in the East Midlands, the CBI reported conflicts between local authorities, training and enterprise councils and the private sector. The CBI said that the first two years of the East Midlands Development Company (EMDC), established to attract inward investors, had been uncomfortable as there had been confusion between different agencies.

The result has been a lack of resources in both halves of the Midlands to compete against other regions in the UK. West Midlands Development Agency (WMDA), for instance, has an annual budget of around £1.2m - around 30 per cent lower than equivalent organisations around the country. Its Regional Supply Office, which aims to source suppliers to inward investors within the region, has a further £400,000.

By contrast, the Regional Supply Office in the North West has a budget of £1.6m on its own. Both Midlands regions say they are restricted not just by limited funding from central government but also a squeeze on contributions from local authorities and the private sector.

Mr Paul Richards, chief executive of WMDA, said: "Our real problem is that even among the English regional development agencies, we are quite small given the industrial strength of the region and the number of inward investors there are here."

The lack of cash leads to something of a vicious circle. The low level of funding causes inadequate co-ordination and marketing, which in turn means the region fails to marshal its funds towards attracting investors. Many in the private sector - particularly those

are often prosperous commuter areas. Political opposition is already mounting to Philips's proposed site, at Minworth, and a second site north of Wolverhampton.

Instead, the West Midlands has had more success in attracting larger investors to its traditional area of strength - the automotive sector. Jaguar is expected to create 1,300 jobs itself, and a further 5,000 among car parts suppliers after controlling capital this year that it will build its new X200 saloon in Birmingham. While the £400m project was clinched by the government-backed aid package of £80m, the investment was also a reflection of the revived fortunes of car production in the Midlands.

For the East Midlands, which is unable to rely on such a wide access to government grants, the challenge is even greater. Just one third of inward investments in the region have a grant attached to them, so the marketing drive must instead concentrate on the business case for locating there.

For example, the region points to UPS, the US logistics company, which decided to invest £1.7m in a telephone operations centre in Nottingham last year, creating 300 jobs.

Mr John Finch, chief executive of EMDC, said the region was currently identifying other key sectors - such as food processing - which could lure investors to the region for its industrial strengths rather than the depth of its pockets. "Development organisations in the past have got a bit grant-dependent," he said. "Instead of talking about sites and grants, we have to explain that the Midlands has superb business opportunities, in its location and its supply chain network, for instance."

Merseyside's renaissance: by Ian Hamilton Fazey

# Polish for a tarnished image

### Merseyside is at last beginning to make progress in restoring its reputation

Merseyside has started passing the acid test of confidence - inward investors are putting their money into a combination that until recently was such a no-go area it never even made the initial list drawn up by those choosing to relocate.

revolution in shipping and stevedoring technology wiped out thousands of jobs in and around the Port of Liverpool.

The Toxteth riots of 15 years ago gave the world a lasting impression which was not good, and the Militant-controlled Labour Party's confrontation with the second Thatcher government during 1983-87 left Liverpool in debt to foreign banks, politically unstable, and seemingly ungovernable.

After years of struggling to restore equilibrium, however, Liverpool last year made the short list for Siemens's new microchip plant, losing narrowly to Newcastle upon Tyne in the final round. It was no

flash in the pan, as a series of inward investments has since proved.

Merseyside is scoring in customer service and call centres, manufacturing, offshore oil and gas, retailing, warehousing and distribution. Mr Neil Hamill, marketing manager of the Mersey Partnership of public and private sector activists, says 120 inward investment projects have been recorded in the last 12 months.

For example, QVC, Britain's television shopping channel is investing £14m in building a 125,000 sq ft fulfilment house and 50,000 sq ft call centre at Knowsley, Liverpool's neighbouring borough. It will create an initial 1,100 new jobs, with

more likely to follow.

NatWest is locating a £5m customer service centre in Wavertree Technology Park, Liverpool, with 400 jobs, of which 100 will be new. Intrum Justida, the European credit services company, is also setting up a call centre in Liverpool, creating 100 jobs.

In manufacturing, newcomers include Mackie Automotive Systems, which has opened a factory in the former Cammell Laird Shipyard at Birkenhead to provide just-in-time supplies of head linings, carpets and bumpers to Vauxhall's plant at Ellesmere Port. Meyer, the Hong Kong cookware manufacturer, is also relocating its UK operations to Birkenhead, this time to Twelve Quay, a waterfront site near the town centre.

Other incoming manufacturers include Raybestos, which makes brake linings, Williams & Jones, a Taiwanese fork-lift truck maker, Lea Green Services, a packaging company, and Philips Wilkinson, which produces advanced computer

Continued on page 8

Norfolk is a County of contrasts. A vibrant local economy blends with beautiful countryside to offer a unique location for business development and relaxation. The City of Norwich, one of the UK's premier cities for high quality office accommodation, is adjacent to the Norfolk Broads and the outstanding North Norfolk Coast.

# Open for business

Quality of life in Norfolk is unparalleled and the County enjoys excellent road, rail and air links to markets in Europe and the rest of the UK. Electrification of the County's main rail lines has strengthened Norfolk's links with London and Norwich Airport provides both scheduled domestic and international services via Schiphol, Amsterdam, the world's fourth busiest Airport.

A key part of Norfolk's transport infrastructure is its ports. Great Yarmouth with its exciting outer harbour plan offers the UK's shortest sea route to Northern Europe and the Baltic States, while King's Lynn handles chartered vessels from virtually all European destinations.

Norfolk's workforce, noted for its flexibility and excellent industrial relations record, has historically served the agricultural, textile and food processing sectors. In recent years this skills base has been expanded into new growth areas such as financial services, hi-tech manufacturing, the oil-shore industry, biotechnology and healthcare, ensuring Norfolk is well placed for future development. Norfolk, in particular, is set to benefit enormously from the planned Technopole project and the development of the Norwich Research Park, which houses some of Europe's finest food research and genetics institutes.

To find out more about the County that is Open for Business contact Julian Campbell, Business Development Officer, Norfolk County Council, County Hall, Norwich, Norfolk NR1 2SQ. Telephone +44 (0) 1603 222725 Fax +44 (0) 1603 222345 e-mail [open@norfolk.gov.uk](mailto:open@norfolk.gov.uk)

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VIII 8 INWARD INVESTMENT

Northern Ireland: by John Murray Brown

# Uncertainty clouds future

### For 25 years, Northern Ireland has had a tough task competing with other locations

Violence has returned to hamper the efforts of Northern Ireland's Industrial Development Board just at a time when it seemed the authorities were winning the battle to lure foreign investment back to the province.

The region had its best year in attracting foreign direct investment in 1995-96, buoyed by a new level of international interest in the province following the announcement of the paramilitary ceasefires at the end of 1994.

However, the future looks far from certain with the resumption of the IRA's terror campaign and the recent unrest, although the impact has yet to show through in the behaviour of foreign companies.

Throughout the 25 years of the Troubles, Northern Ireland has had a tough task competing with the other UK locations and with the Irish Republic in the battle to attract new inward investment.

A survey in April by accountants Coopers & Lybrand showed that 84 per cent of companies locating in Northern Ireland had considered alternative locations.

The survey suggests the main attraction was not the generous grants on offer but the availability of a pool of labour, and the high skills levels. Although investors complained of transport and energy costs, the survey said actual operating costs were "significantly less" than investors had expected.

Northern Ireland, with only 3 per cent of the population,

attracted a creditable 9 per cent of the new jobs promoted in the UK in 1994-95, according to the Coopers survey.

The IDB is targeting high-technology sectors, such as electronics and data processing. But the IDB chief executive, Bruce Robinson, says more traditional areas such as textiles and car components are also seen as offering growth potential.

The IDB provides generous grant support, up to 50 per cent of capital costs in some of the more economically-depressed areas. With unemployment running at around 11 per cent, there are few labour constraints. In addition, Northern Ireland, as part of the UK, offers investors the advantages of lower social costs because the UK has not signed up to the Social Chapter of the European Union.

The UK's competitive wage structure makes it an attractive platform for companies looking to sell into the European Union. "It is our perception that Brussels treats European and Asian companies differently. We see a discrimination, and felt we needed a European presence to avoid that," says Mr Hoon Lee, chairman of Dae Ryung, a small Korean electronics company which announced a £17m investment to make television satellite receivers in Craigavon.

High profile visits by both the prime minister, John Major, and the US president, Bill Clinton, have done much to raise the awareness of the province's potential. The president's support for the province's investment efforts helped allay US business concerns about the allegations of anti-Catholic bias in Northern Ireland employment policy,

which in the past had dissuaded a lot of US corporations from coming to the province.

According to the IDB, there were 35 new investments by foreign-owned companies in 1995-96. Together these projects are expected to create more than 4,800 jobs.

They included a £113m joint venture between Emerson Electric and Caterpillar to make diesel generators; a £142m expansion at Montupet, the French-owned car components manufacturer which has set up in west Belfast near the peace line separating Protestant and Roman Catholic areas; and a £7.98m investment by Fujitsu, the Japanese electronics company, to make telecommunications equipment at the Springvale site, also in west Belfast.

US companies remain the largest source of both new investment and expansions, and cover a range of activities from Copeland Corporation which announced a £33m investment to make refrigeration parts in Cookstown, to Seagate Technology, which is expanding its Derry operation where it makes read write heads for disc drives.

IDB officials reported that there has been a 60 per cent increase in investor interest from the US, which they hope will translate into new investment commitments. The province has attracted a number of the established US names, Du Pont, the US chemicals firm, was one of the first foreign investors in the province, arriving in 1957. Ford has a car assembly plant outside Belfast.

But there are also signs of increased interest from the east where the IDB has been making a concerted marketing effort in recent years. Since 1988, Northern Ireland has

secured six Korean projects - three of them since the paramilitary ceasefires - with total commitments of more than £100m and the promise of more than 2,000 jobs. In March, the IDB announced that Daewoo, the Korean electronics firm planned a £14.8m expansion at its Antrim audio equipment manufacturing plant, creating 330 jobs.

Daewoo's presence has been instrumental in persuading a number of smaller Korean companies - some of Daewoo's suppliers - to come to Northern Ireland. Mr Frank Hewitt, the IDB deputy chief executive in charge of foreign direct investment, says investors often follow the herd instinct. "When one comes, they all come. But momentum is important. Companies don't like to be pioneers."

South west by Roland Adburgham

# A doubly desirable destination

### The West of England Development Agency was launched last year to sell the area to the world

South-west England is known within the UK as one of the most desirable parts of the country in which to live and work, as shown by its high rate of inward migration.

In the past, its relative prosperity and low unemployment, and company relocations from within the UK, caused the south-west to see little need to promote itself. That attitude has changed. It wants to be recognised as an equally desir-



The visit of President Bill Clinton to Northern Ireland last year did much to highlight the province's potential

able destination for foreign-owned companies, and one which is well positioned to act as a European "gateway".

One benchmark of this was the launch, last autumn, of the West of England Development Agency (Weda), backed by the government's Invest in Britain Bureau, and with the brief of "selling" the area around the world.

This agency, in fact, does not represent the whole region, which is divided into two distinct parts. The west of England, with its regional capital of Bristol and the counties of Wiltshire, Gloucestershire, Somerset and Dorset, has rapid access by motorway and train to London. The far south-west

of Devon and Cornwall, with Plymouth as the dominant city, lag behind in economic terms. Cornwall, especially, has suffered from its peripheral status and changes in its traditional industries of agriculture, fishing and tourism.

As a recognition of their special case, those two counties have their own long-established agency to woo foreign companies - called Devon & Cornwall Development International (DCDI). It was not until the recent recession, coinciding with the contraction of the region's substantial defence industry, that the whole south-west realised it needed to be more positive to attract investment.

DCDI has had notable successes - attracting companies such as Toshiba and Kawasaki of Japan and Northern Telecom of Canada. In the west of England, there are substantial operations such as those of Hewlett Packard at Bristol, Swinton in Wiltshire, with its proximity to London, and Heathrow airport, has many foreign-owned companies, including Honda of Japan and Motorola of the US.

Overall, however, the

region's share of UK foreign direct investment has been low. In the past financial year, 4,800 jobs were created or safeguarded - only 5 per cent of the UK total.

There is a variety of reasons. Inter-county rivalries undermined the promotion of a regional strategy. Relocation by UK companies in the 1970s and 1980s, especially those in banking, insurance and financial services, helped to mask job losses in declining industries.

In turn, the government saw limited need to upgrade the transport infrastructure or to provide grants to attract companies. Regional selective assistance is only on offer in Cornwall. Devon and south-west Dorset. DCDI has a fraction of the funding of the Welsh Development Agency, as has the new agency, Weda.

Weda itself has grown out of a clutch of initiatives for economic regeneration which the public and private sectors have formed in the past few years, in response to the need to create jobs for a rising workforce. Bristol, for example, has its Western Development Partnership. Gloucestershire's devel-

opment agency has launched an "ambassadors" programme, recruiting more than 100 business people to extol the county's merits through their overseas contacts.

Somerset's agency is seeking to capitalise upon its business parks along the M5 motorway. Devon and Cornwall have the Westcountry Development Corporation and Cornwall has a promotional programme called In Pursuit of Excellence.

The result is that there are now too many organisations, some competing with each other, to allow the region to project a clear identity. The Confederation of British Industry in the south-west has called for "outdated wrangles" to be put aside.

It states: "All the bodies involved in economic development within the region must co-operate towards a common end... The existing lack of regional identity must be countered."

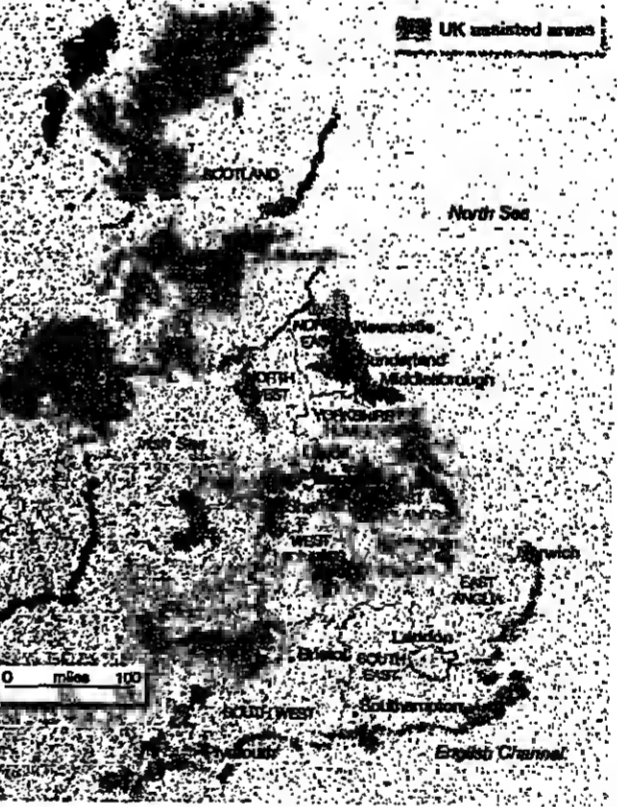
An umbrella organisation with limited resources - Weda faces a tricky task of co-ordination if it is to help achieve that aim. But Mr Peter Connor, Weda's chief executive, is optimistic: "The west is very much starting to think and act as a region." He sees it as a "driver region" with good telecommunications and universities and strengths in financial services, advanced engineering, food and drink processing, and multimedia. He believes it can capitalise upon these strengths through global networking with similar overseas regions.

"The west," he says, "can play a very strong card - it has high skills, high technology industries, high quality of life plus the proximity to London."

Economic forecasters tend to share the confidence about the south-west's prospects. There are signs, too, that internationally the region is becoming recognised as a place with strong growth potential. An indication was the takeover last year of Sweb, the regional electricity generator, by the US utility Southern.

What is also clear is that insular attitudes are being abandoned.

When the CBI asked business people in the region what they considered to be the main priorities for its future competitiveness, they put promotion of inward investment at number one.



# Polish for a tarnished image

Continued from page 7

controlled tools. Two big changes are under way as far as economic structure is concerned.

First, Mersey Docks and Harbour Company is back from the dead, with a highly mechanised Port of Liverpool manned by a new stevedoring workforce recruited and trained after the old one was sacked almost to a man in a dispute last year. The port was already making highest-ever profits on record annual throughput of 30m tonnes of cargoes.

The second change this year has been BHP's commencement of oil and gas production from several medium-sized fields it found in Liverpool Bay four years ago, a development which has cost the company more than £1bn.

Merseyside has had only modest amounts so far - £76m spent with local companies - but this is expected to mount towards a steady £3.5m a month over 20 years as local expertise in servicing the sector improves.

With the oil and gas fields' supply depot in West Hornby Dock, Bootle, and the helicopter base at Liverpool Airport, the development of the new industry has given a fillip to some lesser-used dockland and the greatly under-used airport,

which struggles in the shadow of Manchester's Ringway, 25 miles away. Indeed, the latter is as much Merseyside's local international airport as of anywhere else in northern England.

In warehousing, the area has attracted Morrison's national distribution centre to the site of the former Parkside colliery in St Helens, and the food wholesaling subsidiary of Booker to a site between Liverpool and Warrington. In retail, PriceCostco has opened a new membership warehouse club in Liverpool city centre.

A steady drip of government and EU help - which has now become a torrent - is one factor behind this turnaround. Merseyside Development Corporation has spent 15 years rescuing the Mersey waterfront from dereliction, but a much wider area is now half way through spending £630m of EU catch-up funding over six years, awarded after average gross domestic product a head dropped below 75 per cent of the EU average.

Part of this has gone to the Mersey Partnership of public and private sectors for an image campaign stressing Merseyside's depth of talent. The partnership, however, is in itself a big advance.

Past political instability forced the private sector into hiding; its participation now in

promoting Merseyside testifies to the improvement in the general climate for business.

Mr Raml says research has shown a 50 per cent improvement in national business audience awareness of Merseyside's strengths since its campaign began, with an 18 per cent gain in positive perceptions. It means more investors will at least look at the area rather than reject it unseen.

Merseyside is still getting some bad press, however. A spate of gangland shootings brought predictably lurid coverage by some London journalists with poor local knowledge. Mr Peter Davies, Liverpool city council's information chief, claims its gun-crime problem is not as bad as London's.

Meanwhile, the dockers sacked by the port last year - they refused to cross an unofficial picket line - have generated coverage reminiscent of Merseyside's bad old image as a bastion of intransigent trade unionism.

Many in the business community active in promoting the area, however, believe this has, paradoxically, been a good advertisement. The port is now doing even better, proving, they say, that even on Merseyside a determined management can manage - a vital factor in passing the acid test.

invest in Britain Bureau

# Britain

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Please send more information about how my company could gain a competitive advantage by investing in a UK location.

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Return to: Andrew Fraser, Chief Executive, Invest in Britain Bureau, Department of Trade and Industry, 1 Victoria Street, London SW1H 0ET, UK. Telephone: +44 (0)171 215 5661 Fax: +44 (0)171 215 5651 Internet: <http://www.dti.gov.uk/ibh> E-mail: [andrew.fraser@dti.gov.uk](mailto:andrew.fraser@dti.gov.uk)

**dti**  
Department of Trade and Industry

Handwritten signature or mark at the bottom of the page.



Offshore Funds and Insurances

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 171) 873 4378 for more details.

Main table containing fund names, descriptions, and prices. Includes sections for Luxembourg (REGULATED), Offshore Funds, and Offshore Insurances.

OTHER OFFSHORE FUNDS

Table listing other offshore funds with columns for fund name, price, and other details.

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FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

Table listing various managed funds with columns for Name, Price, and % Change. Includes categories like Professional Investment, Special Life International, and Special Life International.

Table listing various managed funds with columns for Name, Price, and % Change. Includes categories like Special Life International, Special Life International, and Special Life International.

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WHEN TUESDAY'S MARKETS WERE GOING WILD, WE TOOK A NARROW VIEW. Keeping your head when all about you are losing their room not have been more relevant to our dealing room on Tuesday. We maintained market size and our narrow spreads remained narrow. City Index. Cool under fire.

City Index Ltd, 23 Thorne Street, London E1 9YF. Tel: 0171 283 3667 Fax: 0171 283 9619

OTHER OFFSHORE FUNDS

Table listing various offshore funds with columns for Name, Price, and % Change. Includes categories like ATSP Management, AXA Management, and various international funds.

MANAGED FUNDS NOTICE: Please refer to the prospectus for full details of the fund's investment objectives, risks, charges and expenses. Past performance does not guarantee a similar outcome.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, share price, and change.

CHEMICALS - Cont.

Table listing companies in the Chemicals sector (continued) with columns for company name, share price, and change.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Table listing companies in the Electronic & Electrical Equipment sector (continued) with columns for company name, share price, and change.

EXTRACTIVE INDUSTRIES - Cont.

Table listing companies in the Extractive Industries sector (continued) with columns for company name, share price, and change.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector with columns for company name, share price, and change.

INVESTMENT TRUSTS - Cont.

Table listing investment trusts (continued) with columns for company name, share price, and change.

BANKS, MERCHANT

Table listing banks and merchant companies with columns for company name, share price, and change.

BANKS, RETAIL

Table listing retail banks with columns for company name, share price, and change.

DISTRIBUTORS

Table listing distributor companies with columns for company name, share price, and change.

ENGINEERING

Table listing engineering companies with columns for company name, share price, and change.

FOOD PRODUCERS

Table listing food producer companies with columns for company name, share price, and change.

INSURANCE

Table listing insurance companies with columns for company name, share price, and change.

BREWERS, PUBS & REST

Table listing brewers, pubs, and restaurants with columns for company name, share price, and change.

DIVERSIFIED INDUSTRIALS

Table listing diversified industrial companies with columns for company name, share price, and change.

ENGINEERING - Cont.

Table listing engineering companies (continued) with columns for company name, share price, and change.

FOOD PRODUCERS - Cont.

Table listing food producer companies (continued) with columns for company name, share price, and change.

INVESTMENT TRUSTS

Table listing investment trusts with columns for company name, share price, and change.

BUILDING & CONSTRUCTION

Table listing building and construction companies with columns for company name, share price, and change.

DIVERSIFIED INDUSTRIALS

Table listing diversified industrial companies with columns for company name, share price, and change.

ENGINEERING - Cont.

Table listing engineering companies (continued) with columns for company name, share price, and change.

FOOD PRODUCERS - Cont.

Table listing food producer companies (continued) with columns for company name, share price, and change.

INVESTMENT TRUSTS

Table listing investment trusts with columns for company name, share price, and change.

Advertisement for Safety net with the headline 'HOW MUCH DAMAGE CAN ONE RAT DO?' and contact number 0500 855311.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchant companies with columns for company name, share price, and change.

ELECTRICITY

Table listing electricity companies with columns for company name, share price, and change.

ENGINEERING - Cont.

Table listing engineering companies (continued) with columns for company name, share price, and change.

FOOD PRODUCERS - Cont.

Table listing food producer companies (continued) with columns for company name, share price, and change.

INSURANCE

Table listing insurance companies with columns for company name, share price, and change.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchant companies with columns for company name, share price, and change.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment companies with columns for company name, share price, and change.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies with columns for company name, share price, and change.

FOOD PRODUCERS - Cont.

Table listing food producer companies (continued) with columns for company name, share price, and change.

INSURANCE

Table listing insurance companies with columns for company name, share price, and change.

CHEMICALS

Table listing chemical companies with columns for company name, share price, and change.

ELECTRICITY

Table listing electricity companies with columns for company name, share price, and change.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies with columns for company name, share price, and change.

EXTRACTIVE INDUSTRIES

Table listing extractive industry companies with columns for company name, share price, and change.

HEALTH CARE

Table listing health care companies with columns for company name, share price, and change.

CHEMICALS

Table listing chemical companies with columns for company name, share price, and change.

ELECTRICITY

Table listing electricity companies with columns for company name, share price, and change.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies with columns for company name, share price, and change.

EXTRACTIVE INDUSTRIES

Table listing extractive industry companies with columns for company name, share price, and change.

HEALTH CARE

Table listing health care companies with columns for company name, share price, and change.

INV TRUSTS SPLIT CAPITAL

Table listing investment trusts with split capital with columns for company name, share price, and change.

FOR INVESTMENT

INVESTMENT COMPANIES

RES & HOTELS

JAVICO

دکتر جلیلو

LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for name, price, and other financial metrics.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for name, price, and other financial metrics.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and other financial metrics.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for name, price, and other financial metrics.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies (continued).

LIFE ASSURANCE

Table listing life assurance companies.

MEDIA

Table listing media companies.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies.

OIL INTEGRATED

Table listing oil integrated companies.

OTHER FINANCIAL

Table listing other financial companies.

OTHER FINANCIAL - Cont.

Table listing other financial companies (continued).

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies.

PHARMACEUTICALS

Table listing pharmaceutical companies.

PROPERTY

Table listing property companies.

PROPERTY - Cont.

Table listing property companies (continued).

RETAILERS, GENERAL - Cont.

Table listing general retailers (continued).

SUPPORT SERVICES

Table listing support services companies.

RETAILERS, FOOD

Table listing food retailers.

PROPERTY - Cont.

Table listing property companies (continued).

RETAILERS, GENERAL

Table listing general retailers.

RETAILERS, FOOD

Table listing food retailers.

RETAILERS, GENERAL - Cont.

Table listing general retailers (continued).

SUPPORT SERVICES

Table listing support services companies.

WATER

Table listing water companies.

WATER - Cont.

Table listing water companies (continued).

WATER

Table listing water companies.

SUPPORT SERVICES - Cont.

Table listing support services companies (continued).

TELECOMMUNICATIONS

Table listing telecommunications companies.

TEXTILES & APPAREL

Table listing textiles and apparel companies.

TOBACCO

Table listing tobacco companies.

TRANSPORT

Table listing transport companies.

WATER

Table listing water companies.

WATER - Cont.

Table listing water companies (continued).

WATER

Table listing water companies.

AM - Cont.

Table listing American companies (continued).

AMERICANS

Table listing American companies.

CANADIANS

Table listing Canadian companies.

SOUTH AFRICANS

Table listing South African companies.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service: Prices by the London Share Service delivered by FT... Includes details on data sources, calculations, and reporting.

WE CHOSE TO RE-INVEST ON MERSEYSIDE BECAUSE OF THE LONG HISTORY OF EXCELLENCE AND PRODUCTIVITY SHOWN BY OUR LOCAL WORKFORCE. TONY PILKINGTON, MANAGING DIRECTOR, DELCO ELECTRONICS OVERSEAS CORP. 0800 22 0151. A pool of talent.

LONDON STOCK EXCHANGE

MARKET REPORT

Equities take heart from big Wall Street rally

By Steve Thompson, UK Stock Market Editor

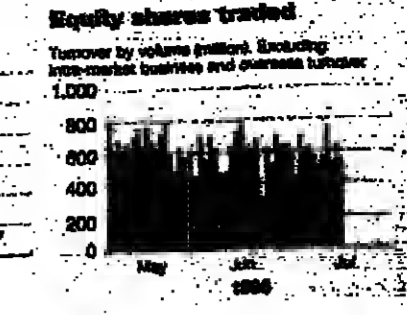
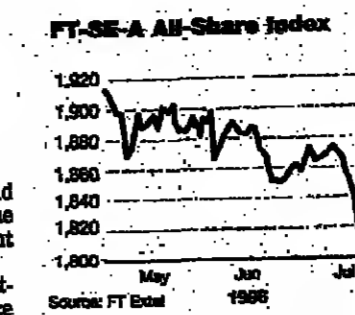
Wall Street's starting recovery on Tuesday night gave London's equity market a much needed boost yesterday. The Dow Jones Industrial Average, which had been some 160 points lower at one stage on Tuesday, eventually closed nine points ahead.

bright start to the day was some encouraging economic news, which included better than expected figures for average earnings. On the other hand, the market was unsettled by the minutes of the June meeting between Mr Kenneth Clarke, the chancellor of the exchequer, and Mr Eddie George, governor of the Bank of England. These revealed the governor's unhappiness over the chancellor's decision to cut UK interest rates at that time.

100 index had recouped 25.9 of Tuesday's loss, at 3,553.27, with market observers noting the recapture of the 3,550 level as a healthy signal. Second liners fared much less well, with the FT-SE Mid 250 index only managing to recapture 64 of the previous day's 90.6 drop and closing at 4,207.4. The Mid 250 was burdened by a handful of profits warnings from constituent stocks, including Iceland, the frozen food retailer, and English China Clays.

that only half the \$144m rights issue had been taken up, leaving the rest with the sub-underwriters. Dealers said many of the bears of British Biotech in recent days would look to close their short positions by acquiring stock when the rump is placed in the market. Seasoned traders in London expressed their astonishment with Wall Street's overnight performance and remained dubious about the US market's ability to maintain the recovery. One head trader said he felt the Dow had now fallen far enough in the short term but warned: "The Dow and the UK market don't feel comfortable at all; it's too soon to

with expectations lifted. H.P. Bulmer by 3 to 588p but adversely affected Matthew Clark, another large elder maker, which fell 18 to 717p. An analyst said the fall in Matthew Clark was misjudged, as it had been marked down last week after explaining that it had lost market share because of major restructuring. Marsdon, the 200m share Evershed fell 15 1/2 to 284 1/2p after Kleinwort Benson moved the stock to a "sell". A big placing helped Dana Petroleum improve 2 1/2 to 174p. The company placed 28.5m shares at 14p a share to raise \$23.9m. It said part of the proceeds would be used to fund an early production programme at the company's Sorkytokoye oil field in Siberia.



Indices and ratios table showing FT-SE 100, FT-SE Mid 250, FT-SE-A 350, FT-SE-A All-Share, and FT-SE-A All-Share yield with their respective values and changes.

Best performing sectors table listing Tobacco, Electronic & Elect Equip, Telecommunications, Oil Exploration & Prod, and Life Assurance with their percentage changes.

Mood improves on BAT

BAT Industries, the tobacco and insurance conglomerate, rose 13 to 498p, shareholders encouraged by a UK decision that legal aid would not be granted for smoking claims.

adverse impact on its buying margins. SBC Warburg reduced its forecast from £72.5m to £61.5m, while Paribas cut its estimate by £7m to £70m. Analysts said pressure on sales would continue as the popularity of frozen food was in relative decline and the superstores were improving their competing products.

However, the recovery in both US and UK markets, combined with bargain hunting, helped bring about yesterday's rally in the stock. Hanson, whose cigar division yesterday announced the acquisition of Dutch cigar manufacturer Cadena Claassen, remained weak. The shares gave up another 3% to 167 1/2p, in trade of 8.1m.

Talk that the government may at last announce a big defence order today lifted British Aerospace. The shares hardened 14 to 945p. Blenheim, the conference and exhibitions organiser, improved 5 to 443p on expectation in the market that a takeover offer might emerge. United News & Media, which is believed to be interested in Blenheim, fell 9 to 302p.

with expectations lifted. H.P. Bulmer by 3 to 588p but adversely affected Matthew Clark, another large elder maker, which fell 18 to 717p. An analyst said the fall in Matthew Clark was misjudged, as it had been marked down last week after explaining that it had lost market share because of major restructuring.

Mood improves on BAT

Current action involves 300 people seeking damages of £15m. If the action had succeeded, however, it is estimated that some 200,000 cases, collectively claiming damages of £5bn to £10bn, could have followed.

Slip for ECC English China Clays fell out of favour after the group warned of deteriorating trading conditions in its European minerals operations and lower margins at AmPac, its US subsidiary. The shares surrendered 11 to 243p, as many brokers moved to downgrade current year profits expectations following the downbeat trading update.

Among engineers, Hunting, which issued a profits warning on Tuesday, eased another penny to close at 142p. NatWest Securities said: "Barring some major positive news on the defence side, the shares are likely to remain in the doldrums for some time."

Scottish Power moved ahead 9 to 316p after the generator declared that it had received valid acceptances in respect of 64.57 per cent of Southern Water, up 5 to 1024p, and that its bid was now unconditional. It was also announced that Electrabel, a Belgian utility, had bought a further 3m Scottish Power shares and now held 1.87 per cent.

Market reporters: Peter John, Joel Khezo, Lisa Wood. LONDON RECENT ISSUES: EQUITIES table listing various companies like BHP, BP, and British Airways with their share prices and changes.

FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LIFE) table with columns for Open, Settle, Change, High, Low, and Volume.

TRADING VOLUME

Major Stocks Yesterday table showing trading volume for various companies like BHP, BP, and British Airways.

Iceland shivers

Analysts lowered full-year pre-tax profits forecasts for Iceland, which fell 94 to 111p, the worst performer in the FT-SE Mid 250 index - following a profits warning.

With around 50 per cent of the group's turnover derived from the US, the stock is easily affected by economic sentiment in that country. Thus Tuesday's retreat on Wall Street saw the shares fall back heavily in London.

FINANCIAL TIMES EQUITY INDICES table showing Ordinary Shares, Dividend Yield, P/E ratio, and other metrics for various indices.

FT-SE ACTUARIES SHARE INDICES table showing various actuarial indices like FT-SE 100, FT-SE Mid 250, etc.

FT GOLD MINES INDEX table showing gold mining indices like Gold Mines Index, British Gold, etc.

NOTICE TO THE STOCKHOLDERS A - REVERSE SPLIT OF THE ORDINARY SHARES AND REPLACEMENT OF SHARE CERTIFICATES. Text explaining the reverse split and replacement of share certificates for Montedison.

TO SAVE ALL THESE TREES WE HELP CHOP DOWN THIS ONE. Advertisement for WWF World Wide Fund For Nature.

Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

NOTICE TO THE STOCKHOLDERS B - EXCHANGE RATIO ON EXERCISE OF MONTEDISON WARRANTS 1994-97. Text explaining the exchange ratio for Montedison warrants.

Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

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Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

MONTEDISON Spa - Registered Office in Milan at Foro Buonaparte n. 31. Share Capital L. 4,675,407,578,000 fully paid. Milan's Register of Companies no. 310653.

Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

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Advertisement for WWF World Wide Fund For Nature, featuring a tree and the WWF logo.

WORLD STOCK MARKETS

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Austria (Jul 17/18), Belgium (Jul 17/18), Germany (Jul 17/18), France (Jul 17/18), Greece (Jul 17/18), Italy (Jul 17/18), Ireland (Jul 17/18), Luxembourg (Jul 17/18), Netherlands (Jul 17/18), Portugal (Jul 17/18), Spain (Jul 17/18), Switzerland (Jul 17/18), and UK (Jul 17/18).

ASIA

Table of stock market data for Asia, including Australia (Jul 17/18), Hong Kong (Jul 17/18), Japan (Jul 17/18), Korea (Jul 17/18), Malaysia (Jul 17/18), New Zealand (Jul 17/18), Singapore (Jul 17/18), Taiwan (Jul 17/18), and Thailand (Jul 17/18).

PACIFIC

Table of stock market data for Pacific region, including Canada (Jul 17/18), Mexico (Jul 17/18), and USA (Jul 17/18).

AFRICA

Table of stock market data for Africa, including South Africa (Jul 17/18).

AMERICA

Table of stock market data for America, including Argentina (Jul 17/18), Brazil (Jul 17/18), Chile (Jul 17/18), Colombia (Jul 17/18), Costa Rica (Jul 17/18), Cuba (Jul 17/18), Dominican Republic (Jul 17/18), Ecuador (Jul 17/18), El Salvador (Jul 17/18), Guatemala (Jul 17/18), Haiti (Jul 17/18), Honduras (Jul 17/18), Jamaica (Jul 17/18), Mexico (Jul 17/18), Nicaragua (Jul 17/18), Panama (Jul 17/18), Paraguay (Jul 17/18), Peru (Jul 17/18), Puerto Rico (Jul 17/18), Uruguay (Jul 17/18), and Venezuela (Jul 17/18).

INDICES

Table of major stock indices including Dow Jones, S&P 500, Nikkei, Hang Seng, and others, with columns for index name, current value, and change.

US INDICES

Table of US stock indices including Dow Jones Industrial Average, S&P 500, and NASDAQ, with columns for index name, current value, and change.

US STOCKS

Table of individual US stock prices, including companies like IBM, Microsoft, and Apple, with columns for stock name, price, and change.

INTERNATIONAL STOCKS

Table of international stock prices from various countries, including Germany, France, and Japan, with columns for stock name, price, and change.

COMMODITIES

Table of commodity prices including gold, silver, and oil, with columns for commodity name, price, and change.

Advertisement for Rockwell, featuring the text: 'Rockwell, builder of the space shuttle, also makes the majority of the fax and data modems in the world'. Includes the Rockwell logo.

INDEX FUTURES

Table of index futures prices, including S&P 500, Nikkei, and others, with columns for index name, price, and change.

US STOCKS

Table of US stock prices, including companies like IBM, Microsoft, and Apple, with columns for stock name, price, and change.

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MARKET COMMENTARY

Market commentary text discussing market trends and news.

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5:50 pm July 17

NEW YORK STOCK EXCHANGE PRICES

Main table containing stock prices for various companies, organized into columns with headers like 'High', 'Low', 'Open', 'Close', and 'Change'. Includes sub-sections for 'D', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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Handwritten text in a box at the top center of the page.

NYSE PRICES

Main table of NYSE stock prices, organized into columns for various sectors and individual stocks with their respective prices and changes.

NASDAQ NATIONAL MARKET

Main table of NASDAQ stock prices, organized into columns for various sectors and individual stocks with their respective prices and changes.

AMEX PRICES

Table of AMEX stock prices, organized into columns for various sectors and individual stocks with their respective prices and changes.

Advertisement for 'Finland' newspaper, featuring the headline 'Have your FT hand delivered in Finland' and a large graphic of the newspaper's masthead.

AMERICA

US stocks lifted by strong earnings data

Wall Street

A spate of strong earnings reports and some bargain hunting in the technology sector helped US shares to rebound at mid-session from the sharp weakness of recent days, writes Lisa Branstetter in New York.

536.87. NYSE volume was 306m shares. General Electric, the only Dow component to report earnings yesterday, rose 2 1/2% to \$83 although its second-quarter earnings of \$1.15 a share were only a penny ahead of analysts' expectations.

Canada

Toronto gave up most of an early rise by mid-session and the TSE 300 composite index was just 0.41 higher by close at 4,921.00 in volume of 31.9m shares.

Pacific Forest Products was holding steady at C\$17 after reporting weaker than expected earnings. Latin America MEXICO CITY had reversed its early strong gains by mid-session as the IPC index showed a loss of 5.25 at 2,939.13.

SOUTH AFRICA Industrials in Johannesburg staged a mild recovery in cautious trade, with dealers saying the market was tracking world bourses, especially Wall Street.

EUROPE

Milan finds support in telecoms sector

The firmer trend in domestic bonds enabled MILAN to call a halt to the 7.7 per cent loss of the previous eight sessions, and the Comit index finished 5.30 ahead at 618.20.

Mediaset, the television and advertising group which was listed on Monday, dropped 2.5 per cent in immediate response to news that, from January 1997, television advertising time would be regulated under the new government bill.

pressed the large exporters. The SMI index finished 21.9 lower at 3,656.2, but in thin turnover. Ciba gave up just SF1 to SF1.462 and Sanofi was SF17 softer at SF1,400.

FRANKFURT rose during the floor session as the Dax index ended up 27.40 at 2,497.19. The Dax was flat, closing at 2,497.69. Turnover came to DM5bn.

FT-SE Actuaries Share Indices

Table with columns: Index Name, 10.30, 11.00, 12.00, 13.00, 14.00, 15.00, Close. Includes FT-SE 100, FT-SE 250, FT-SE 400, and EUROPEAN SHARES.

declared bankrupt earlier this year. Stork made a gain of F1.30 to F1.50 as the Aex index lost 1.16 to 827.11.

ISTANBUL dove as equities sought new support in a market starved of cash, and amid uncertainty over the new Islamist-led government's economic policies.

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ASIA PACIFIC

Foreign selling erodes advance in Nikkei

The overnight rebound on Wall Street helped to improve confidence, but earlier gains were eroded by late selling of blue chip exporters by overseas institutions, writes Ewiko Taniguchi in Tokyo.

World was the main factor behind the stock's fall. They also noted concerns that Mr Murdoch's hand might have been forced by New World's intention to make a takeover bid of its own, for King World Productions.

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EMERGING MARKETS: IFC WEEKLY INVESTABLE PRICE INDICES. Table with columns: Market, No. of stocks, Dollar terms (July 12 1996, % Change over week, % Change on Dec '95), Local currency terms (July 12 1996, % Change over week, % Change on Dec '95).

The Hang Seng index, Hong Kong's stock market benchmark, is to undergo a shake-up next month, with the removal of Hong Kong Aircraft Engineering Co (Haecco), the aircraft maintenance company controlled by Swire Pacific, and Miramar Hotel and Investment, writes Louise Lucas in Hong Kong.

FT/S&P ACTUARIES WORLD INDICES. Table with columns: REGIONAL MARKETS, US Dollar Index, Tuesday July 16 1996, Monday July 15 1996, DOLLAR INDEX, Year ago.

Advertisement for Dfl 46,310,000 Management Buy-Out of Vendor B.V. by Vendor Holding B.V. Includes contact information for Rabobank Nederland and KPMG.

Vertical text on the right edge of the page, including 'S pre', 'r che', 'tack', 'Portugal', 'd colon', 'commu'.



# US prepares for chemical attack in Gulf

By Nancy Dunne in Washington

The Pentagon is preparing a sweeping initiative to protect US troops in the Gulf and other regions from weapons of mass destruction including chemical and biological weapons, mortar attacks and massive truck bombs.

Mr William Perry, the US defence secretary, yesterday briefed a large group of senior senators on his proposed Force Protection Initiative, designed to defend US forces in Saudi Arabia, Bosnia, Turkey and other regions around the world.

"For years we have devised our force protection in response to the last threat or the last attack," Mr Perry said. "And yet, we see more significant attacks that are possible. Therefore, we want to get ahead of them and plan ahead."

Mr Perry said the Pentagon was taking seriously the stacks of intelligence reports it receives every week warning of new attacks on US troops, like last month's bombing which killed 19 servicemen in Dhahran, Saudi Arabia. "We understand that the threats - chemical, biological, very large truck bombs - (are) feasible," he said. "We also understand that the terrorists that are trying to drive us out of Saudi Arabia are capable of doing those."

He called the senators to the Pentagon yesterday for consultations because the effort will be "costly," he said. The threat can not be

addressed "just by moving fences and just by putting more mylar [a chemical toughener] on glass. We have to make some fundamental changes - some drastic changes in the way we configure and deploy our forces."

The Pentagon is soon to announce a plan to shift a large number of troops in Saudi Arabia to protect them against terrorist attacks. Mr Perry, who visited Saudi Arabia shortly after the June 25 bomb blast, said the military was to reconfigure the US deployment this summer.

All the 3,000-4,000 US forces in Operation Southern Watch, the deterrence mission in Saudi Arabia, are candidates for a move. "We'll have to make a balance between the ability to do the mission adequately and the desire to get more force protection," he said.

Planners are studying the forces in Riyadh in particular where the US military is supporting the Saudi National Guard and training the military. It would be difficult to continue these missions if the troops are moved out of the Saudi capital.

The official Saudi Press Agency reported that Prince Sultan, the Saudi defence minister, said Riyadh did not favour moving troops out of the capital. However, a defence department spokesman said on Tuesday that it was the Saudis who first recommended moving some US troops to more remote locations.

# Portugal and its old colonies set up commonwealth

By Peter Wise in Lisbon

Leaders of the world's seven Portuguese-speaking nations gathered in Lisbon yesterday to launch a lusophone commonwealth to expand their diplomatic, cultural and economic influence.

Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, Portugal and São Tomé and Príncipe said they were creating the Community of Portuguese Speaking Countries (CPLP) as a means of improving co-operation in the pursuit of common interests.

President Jorge Sampaio of Portugal suggested that giving official status to an international community united by Portuguese - a language shared by almost 200m people - would also diminish the cultural ascendancy asserted by Britain and France through their commonwealths.

The summit meeting, held close to the quays from where Portuguese navigators set out on voyages that led to the colonisation of Brazil and parts of Africa, Asia and India, was described by several leaders as the start of an historic new relationship.

But the creation of the CPLP, first suggested a decade ago, also reflects efforts by Portugal and Brazil to bolster their prestige, diplomatic weight and economic credibility by trying to assert a wider cultural influence.

The new organisation will not entail setting up any special trading or currency zone or easing immigration restrictions. Its most visible actions will be diplomatic, including expected backing for Portugal's candidacy to be elected to the UN Security Council for two years from 1997.

"Portugal will count for more in the European Union because of the CPLP," Mr António Guterres, Portugal's Socialist prime minister, said yesterday. Brazil seeks to strengthen its position in Latin

America, where Spanish is dominant, and will draw on support from the group in its bid to be made a permanent member of the United Nations Security Council.

The threat to Portugal's influence in its former colonies was made clear last year when Mozambique became a full member of the English-speaking Commonwealth. The impoverished West African nations of Guinea-Bissau and São Tomé and Príncipe have also moved closer to La Francophonie, the French-language community of almost 50 countries.

Despite being the former colonial power, Portugal is overshadowed within the CPLP by the size and economic might of Brazil, with 165m inhabitants. The two countries are inclined to compete rather than co-operate for a role in developing the economies of the five African members of the new community.

Mr Aníbal Cavaco Silva, a former Portuguese prime minister, acknowledged yesterday that the idea of the CPLP might have been rejected by the African members as "neo-colonialist" if Brazil had not played a leading role in its creation.

The group is to make a common diplomatic effort on the subject of East Timor, where the Portuguese language and culture is central to a resistance movement opposing Indonesian rule.

Leaders attending the summit meeting appealed for self-determination and respect for human rights in the former Portuguese colony, officially annexed by Indonesia 20 years ago yesterday.

One of the CPLP's first tasks will be to consider granting East Timor, as represented by resistance leaders, observer status in the new group. Portugal also seeks to preserve the Portuguese language and culture in Macao, which is due to be transferred to China in 1999.



# Kazakhstan's oil business vs the elements

Pipeline deal sets the stage for tapping energy from hell, write Sander Thoenes and Anthony Robinson

The desert surrounding the oilfield on the northern shores of the Caspian sea is as barren as the moon. In winter wolves roam the snow-covered plains; in summer poisonous sand dunes - nicknamed "two-step adders" because their victims can take only a few steps before the venom kicks in - slither across the sand. If the ferocious mosquitoes are not biting for a day, it is because a sand storm has chased them away.

Oil flows in the most inconvenient spots around the globe - and the Tengiz oilfield of western Kazakhstan, from which Europe is likely to get up to 70m tons of oil a year in the early 21st century - is no exception.

Nature has also stored Tengiz oil at considerable depths, under high pressure and with 20 per cent content of hydrogen sulphide, an invisible but lethal gas. The level of the Caspian Sea, furthermore, now only a few hundred meters from the surface, is rising. When the winds are in the wrong direction the waves lap against the flimsy sand dikes built decades ago by Soviet-era oilmen to protect the field they had discovered.

But now the oilmen seeking to release the oil and ship it to western markets are employed mainly by western oil companies who moved in over the last five years to exploit a resource which the Soviets had neither the money nor the expertise to develop.

"I love it here," says Mr Nick Zana, director general of Tengizchevroil (TCO), a joint venture between Chevron, Mobil and the Kazakh government, which has been pumping oil at the Tengiz oil field since 1993.

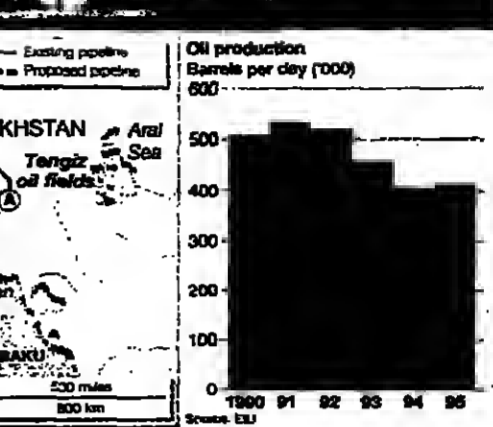
"It's not all roses. But the sunsets are great. I've been more frustrated in other places and this is a giant oil field. When it's up and running, TCO will be one of the highest oil companies in the world" by itself.

This is the attitude which helped western oil producers survive the difficult years between 1981 and 1985 when they were bogged down by Russian obstructionism and bureaucratic hassles and were forced to put projects on hold. Major oil companies which were not already committed to Kazakhstan restricted their presence to small exploration projects, and others kept out altogether.

The main problem was strategic. The only existing export pipeline from northern Kazakhstan runs across southern Russia to the Black Sea port of Novorossiysk. The powerful Russian gas and oil lobbies kept access to a trickle, blaming capacity limitations in the busy pipeline which carries Russian oil from the Urals region and beyond. Without free access to western markets TCO has been unable to export more than a few million tons of oil. Last year, daily production dipped as low as 5,000 tons compared with the peak of 90,000 tons daily planned for the next decade.

Since April however prospects have been transformed. The governments of Russia,

Kazakhstan oil bound for Europe



Kazakhstan and Oman agreed to offer oil producers 50 per cent of their stake in the Caspian Pipeline Consortium. The CPC was formed to build a 700km-long dedicated pipeline from Tengiz to Novorossiysk. On April 27, Chevron and Mobil together with British Gas, Italy's Agip, two smaller US and Kazakh companies and two big Russian companies, Lukoil and Rosneft, pledged to finance the pipeline in return for guaranteed access.

The agreement was followed by a flurry of related deals. Mobil bought half the Kazakh government's remaining stake in TCO for around \$1.1bn. Royal Dutch Shell pledged to finance Rosneft's share and Vitol, a Dutch oil trader, bought a 90 per cent stake in Kazakhstan's biggest oil refinery at Chimkent in the far south of this enormous country, half the size of the US.

Detailed negotiations over the pipeline contracts are now under way. But the crucial element which unblocked the

whole deal was the willingness of the western companies who will foot the bill to concede a total 41 per cent stake in the project to the Russian government and the two Russian oil companies. By so doing the oil companies recognised Russia's ability to block indefinitely a project it was unable to develop alone.

Meanwhile TCO has abandoned hopes of selling all its oil on western markets for a few years and is looking for short-term alternative markets to finance a rise in annual production capacity to 8.5m tons by the end of 1998.

Much ingenuity is involved. Crude now goes by pipeline to Lithuania, by train to Finland and there are plans to send some by barge up the Volga river and down the Don to the Mediterranean. The Kazakh government meanwhile plans to ship its share of oil production to northern Iran in exchange for Iranian crude which will be delivered to Kazakh clients in the Gulf. The US government, which forbids US companies to trade with Iran, has chosen to turn a blind eye to what their Kazakh partners get up to.

Mr Zana hopes that Russia will allow more Kazakh oil through its pipelines once the CPC construction contracts are signed later this year. "Pipelines are the only economic way. Other means of transportation are simply stop-gap measures. They cannot ensure Tengiz's long-term growth," he says.

# US seeks target for reducing greenhouse gases

By Frances Williams in Geneva

The US yesterday called for a binding global target for reducing emissions of greenhouse gases that are warming the earth's atmosphere. It declined to propose a specific target or time for its achievement.

The US statement, made to the second conference of parties to the United Nations climate change convention, was welcomed by environmentalists but criticised by the

energy lobby, which has been campaigning hard to prevent countries agreeing tough action to restrict global warming.

Mr Timothy Wirth, under-secretary for global affairs at the US State Department, told fellow ministers that the US wanted a "realistic, verifiable and binding medium-term emissions target".

However, he said the targets proposed so far, the most ambitious being for a 20 per cent cut in greenhouse gas emis-

sions from 1990 levels by 2005, appeared to be "neither realistic nor achievable".

Mr Wirth also rejected proposals by the European Union and others for mandatory policies and measures to be taken by all industrialised countries to reduce emissions, mostly carbon dioxide.

He said countries should be able to decide for themselves how best to achieve the target, including mechanisms such as joint implementation (in which rich countries are credited for

helping poor countries reduce their emissions) and tradeable emission permits.

The two-week conference, which ends on Friday, aims to pave the way for an accord on reducing greenhouse gases into the next century, due to be endorsed late next year when the convention's 160-member members met in Kyoto, Japan.

However, wide divergences remain on how targets should be framed and implemented, and how tough they should be. Australia, a big fossil-fuel

producer, with support from Japan and some other industrialised countries, has campaigned hard for differentiated targets that take national circumstances into account.

Mr Robert Hill, Australia's environment minister, also made clear yesterday that his country could not support the long-term goal advocated by the EU - an eventual halving of greenhouse gas emissions in order to keep the projected global temperature rise to less than 2 degrees Celsius.

Earlier this week, a small group of developing-country energy producers, including China, Saudi Arabia, Iran and Nigeria, blocked consensus on a resolution that would have endorsed as "a basis for urgent action" the latest report from the authoritative Intergovernmental Panel on Climate Change (IPCC).

The report, the work of more than 1,000 scientists, identified for the first time a "discernible" human influence on climate.

## INTERNATIONAL NEWS DIGEST

### Sumitomo says it is co-operating

Sumitomo said yesterday it had received no official requests from UK investigators for files relating to trades by Mr Yasuo Hamanaka, the senior trader blamed by the Japanese trading house for copper market losses of \$1.8bn.

"We had meetings with British and US investigators last month and told them we are ready to fully co-operate in their investigation," said a Sumitomo official who was responding to yesterday's Financial Times report that the group had refused to give the foreign investigators access to files. "We are fully and actively co-operating with the authorities."

Japan's Ministry of International Trade and Industry, which supervises trading houses, also said it was willing to help UK and US authorities with the investigation, but so far no requests for assistance had been received.

The ministry said it had no jurisdiction over Japanese trading houses' commodity operations in overseas markets, such as the London Metal Exchange. Only if a company was suspected of price manipulation when trading in Japan could the ministry take action.

Ken Gooding, London

### Israeli strikers in cuts protest

Half a million workers went on strike across Israel yesterday in protest at plans by Mr Benjamin Netanyahu, the prime minister, to cut at least Shk4.5bn (\$1.5bn) from next year's budget. Activity at banks, government offices, and transport companies came to a halt for 10 hours, while hospitals and ambulances worked with skeleton crews. The strikes also closed the Tel Aviv Stock Exchange, where shares had suffered a two-day plunge that traders blamed on high interest rates.

The Histadrut, the main labour organisation which called the strikes, said the unions were forced to act to drive home the painfulness of the budget cuts.

"We are not going to be the victims of the economic programme of the government," said Mr Amir Peretz, the Histadrut chairman, at a demonstration of thousands outside the parliament building.

The Histadrut, which represents about 1m workers, has complained that the planned budget cuts will hurt the working class, the elderly, and children. Sectors hardest hit would be education, transport, medical subsidies and soldiers' pensions. The strike comes at a time when Mr Netanyahu has been depending on optimism over his plan for economic reform to offset concerns about his hawkish positions on Middle East peace.

Ilene Frushter, Jerusalem

### France cancels Gabon debt

France has cancelled FF400m (\$75m) of Gabon's \$4.7bn accumulated debt in a move which coincides with President Jacques Chirac's visit to the oil-producing West African state. In return, Gabon, a former French colony, has agreed to invest an equivalent sum in infrastructure and sanitation projects to be carried out by the private sector.

The French president's African trip - he is due in Congo today - is providing him with a new opportunity to portray himself as a friend of the underprivileged and a strong opponent of further cuts in industrialised countries' aid budgets.

David Owen, Paris

### Uganda lays blame on Sudan

The Ugandan government yesterday accused neighbouring Sudan of masterminding weekend attacks by Christian fundamentalist rebels that claimed the lives of more than 100 refugees and sent 2,000 more fleeing for their lives. "It is clear the rebels were executing a mission on behalf of the Sudan, which has in the past stopped up its support for the destabilisation of northern Uganda..." said Mr Amama Mbatia, the defence minister.

Rosier, Kampala

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parable with any other bank next door. The close ties that exist between Germany's Southwestern state and its development agency also make for effective synergies in day-to-day operations. As a symbol of these links, the lions from the state coat of arms, dating back to the medieval Stauffer dynasty, also appear in the L-Bank logo. With the might - and mane! - of a

security team like that, L-Bank is well protected, even in turbulent times. For more information, please contact: L-Bank, Schlossplatz 10/12, D-76113 Karlsruhe, Germany. Telephone INT 721/150-0.



# Anti-smoking suit denied legal aid

By John Mason,  
Law Courts Correspondent

A legal action which could have left the UK tobacco industry paying billions of pounds in damages to smokers was blocked yesterday after the Legal Aid Board, which grants public funds to needy litigants, announced it would not use public money to fund the case. The action, in which 300 people suffering from lung cancer and other smoking-related diseases are suing five leading tobacco companies, will now be

dropped unless private money can be found to fund it. The £15m (\$33.4m) lawsuit, brought against Imperial Tobacco, Rothmans, British and American Tobacco, Gallahers and Philip Morris, is viewed as by far the most important smokers' litigation in the UK. If it went to court and succeeded, it could open the door to thousands of similar cases. Lawyers acting for smokers claim damages could then approach £10bn, although this figure is disputed by some in the industry.

Announcing its decision, the Legal Aid Board said the case failed to meet the criteria for public funds being used, including its prospects of success in court. An official denied the decision was prompted by attempts to restrain legal aid spending. Although the smokers' lawyers were paid some £100,000 to carry out preliminary work, the board did not consider the case strong enough to justify a legal aid bill likely to run into several millions of pounds. The decision was welcomed

by the tobacco companies being sued. BAT said the decision confirmed the company's view that the claims had insufficient legal basis. Legal actions had been brought against tobacco companies in different countries for 40 years and none had yet succeeded, it said. Mr Martyn Day, a solicitor acting for the smokers, said the case could only proceed if lawyers worked on a "no-win, no-fee" basis or if alternative funding was forthcoming.

ASH, the anti-smoking pressure group, said it would launch an appeal for funds to continue the action against the tobacco companies. Ms Pamela Furness, its chief executive, said of the decision not to grant legal aid: "It is clear that the cost of funding such a gargantuan task was just too big, especially in the light of the cutbacks the board is having to face". Shares in BAT rose 13p to 495p.

# Aircraft partners resolve work row

By Bernard Gray,  
Defence Correspondent

Two critical problems in developing the £55bn (\$54.6bn) four-nation Eurofighter have been largely resolved, clearing the way for an inter-governmental agreement on production of the aircraft.

Difficulties with the radar and in developing the flight computer network, which keeps the aircraft stable while manoeuvring, have slowed development.

Both problems stemmed from the way in which work was divided between different companies and were resolved after British Aerospace was appointed to co-ordinate the work. Eurofighter is now expected to feature in an aerobically display in September at an air show near Farnborough, 50km south-west of London. The governments involved - the UK, Germany, Italy and Spain - are now expected to authorise £4bn of investment in the tooling and production lines needed to manufacture the aircraft from September. Production costs have been informally agreed between the manufacturers and governments, with prices lower than had been anticipated.

A solution to the technical problems of the aircraft and agreement on production pricing follows resolution of a dispute between the UK and Germany on how production work was shared out.

Britain had hoped to make an announcement on Eurofighter production with the package of equipment orders to be revealed before parliament rises next week. But it will now wait for its partners to complete their preparations and for the aircraft to pass performance standards before making an announcement.

The total value of production of the aircraft is likely to be about £26bn over the next 15 years. Added to the £5bn spent on development, the programme cost is likely to reach about £31bn for 600 aircraft. The UK will have a 59m share of the production work.

## UK NEWS DIGEST

# Fresh fears for inflation target

The Chancellor of the Exchequer yesterday insisted that he was still committed to his inflation target as official documents showed that he over-ruled the Bank of England - the UK's central bank - in cutting interest rates last month. However, his comments came as the split between the chancellor, Mr Kenneth Clarke, and Mr Eddie George, the governor of the Bank of England, fuelled concern about the direction of monetary policy. The split was revealed in the minutes of the monetary meeting last month, at which the Chancellor reduced interest rates from 6 per cent to 5.75 per cent. City of London economists fear this decision, taken against the governor's advice, suggests that the chancellor's desire to create a "feel good" factor before the next election could risk the longer term inflation targets. However, a surprise fall in wage growth in data published yesterday provided fresh ammunition to Mr Clarke's claim that inflation pressures remain subdued.

Gillian Trist and Graham Bowley, London

## NORTHERN IRELAND

# Violence discourages investors

The return of intercommunal fighting in Northern Ireland has prompted potential investors to look elsewhere, the UK government said yesterday. Baroness Denton, the British minister responsible for the region's economy, warned that it was "at risk of losing the gains we made last year". She said one leading non-UK company had indicated that it was no longer considering Northern Ireland as the possible site for a new factory because of last week's violence. While declining to identify the company, she said she was "surprised we haven't had more". Baroness Denton will be in the US next week, hoping to provide reassurances to pension funds expected to take part in a planned conference in Belfast in September. She will also listen to the concerns of US companies whom Northern Ireland want to attract to an investment conference in Pittsburgh in October, sponsored by the Clinton administration.

FT Reporters in Belfast and London

## ACCOUNTING

# Derivatives 'must be disclosed'

Big companies would have to disclose for the first time details about derivatives and other financial instruments - and show them at their current value in annual accounts - under radical plans from the UK's accounting standards regulator. The Accounting Standards Board move on disclosure is broadly in line with new rules in other countries including the US and are likely to win widespread support.

"At present many of these derivatives are not shown in a balance sheet at all - or are shown at a figure which fails to reflect their true significance," said Sir David Tweedie, chairman of the standards board.

The board's tentative proposals published today in a discussion paper are designed to lead to a new code on disclosure by 1998. The more controversial plans to mark all financial instruments to market - show them at their current value - are unlikely to form a new standard until the next century. Non-listed companies would escape most of the requirements. Mr Gerry Acher, head of audit at KPMG, the accountancy firm, said they should be "adopted voluntarily without delay" by leading companies.

Jan Kelly, London  
Lex, Page 12

# Compensation dispute delays cattle slaughter

By Alison Maitland

An internal government row over compensation for farmers has forced a delay in legislation for the slaughter of 120,000 cattle. It has thrown into doubt a timetable by the prime minister, Mr John Major, for lifting the European Union export ban. Farmers and MPs were taken by surprise yesterday when Mrs Angela Browning, a junior agriculture minister, announced that the legislation would not be set down until after parliament returned from its summer break in October.

The delay is understood to have been caused by Treasury opposition to paying farmers the full replacement value for slaughtered cattle.

Mr Douglas Hogg, the agriculture minister, is insisting farmers will only back the controversial slaughter if compensation is generous. But the Treasury is opposing the estimated £200m (\$312m) expense and pressing for compensation based on market value - thought to be a little over half the cost.

Mrs Browning said on a radio programme today: "It's most unlikely now that the debate will take place this side of the recess." The government had previously indicated the necessary

legislation would be set down before the recess next week. Even if it goes through in mid-October, there is now doubt the slaughter would begin until November at the earliest. Then it could take weeks of EU procedures to approve a lifting of the ban.

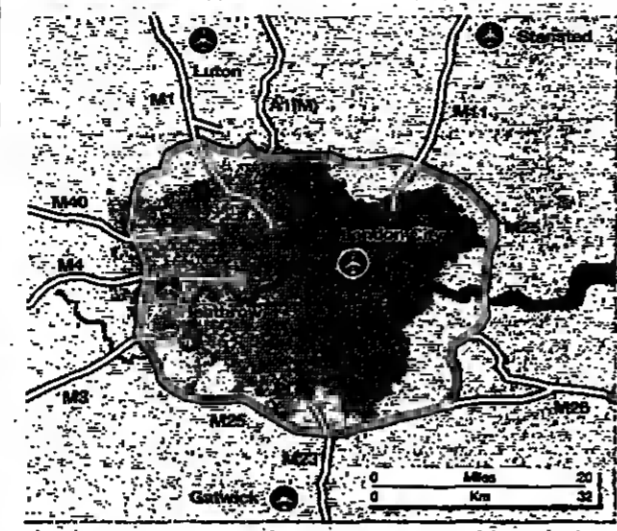
After the Florence summit last month, Mr Major pledged the UK would be in a position to see almost all elements of the EU ban lifted by November. Earlier this month, Mr Hogg said he hoped Britain would have all its measures "in place by September".

The government says the slaughter scheme will not start until it has cleared the backlog of cattle over 30 months' old, which are being destroyed under the government's separate cull programme. Mrs Browning said she hoped this would be achieved "by the end of October" - later than previous ministerial forecasts.

The agriculture ministry insisted Mr Major's timetable was still on course and said preparations for the slaughter could begin soon.

The National Farmers Union was last night "pushing for clarification" of the delay. Sir David Naisb, the president, said: "I'm not going to tell my members they have to co-operate unless parliamentary backing is given."

## London's airports



# Ownership challenged

The opposition Labour party is considering radical proposals to loosen BAA's grip on London's three biggest airports - including putting out to tender the proposed new Terminal 5 at Heathrow, George Parker writes.

The party is also examining the possibility of forcing BAA to sell Stansted and possibly Gatwick to create more competition among airports in the south-east of England.

Labour remains concerned over BAA's dominance in the sector. In spite of Tuesday's report by the Monopolies and Mergers Commission which said the current set-up was not contrary to the public interest.

# Lords condemn EU plans for takeover harmony

By Ross Tiernan

European Commission proposals to harmonise company takeover regimes across Europe are ill-conceived and should be opposed by the UK government, a select committee from the House of Lords - parliament's unelected upper house - has concluded.

The Commission's draft of the 13th Company Law directive fails to address the real barriers to takeovers in the European Union, the Lords found. The Lords' European Communities Committee also said

in its report on takeover bids, published today that the directive would increase the risk of tactical litigation by companies making or fighting takeover bids in London. The City's ability to resolve takeover battles quickly would also be compromised.

The committee's findings are expected to provide ammunition for a government campaign for the draft to be withdrawn.

The conclusions will also give heart to London's non-statutory Takeover Panel, which has waged a vigorous battle against the proposals.

The panel fears that bringing its work within a statutory framework could open decisions to challenges both in British courts and the European Court of Justice.

According to Mr Alistair Deane, director general of the panel, the directive would undermine London's role as the takeover capital of Europe, a business that last year generated fees of \$500m (\$1,452m) for City institutions. It could also throw the panel open to compensation claims by thwarted bidders or defenders equal to the value of the bid, he said earlier this year.

## TECHNOLOGY

Although many companies use telephone lines and modems to send or receive data, a growing number are opting for an alternative route: satellite.

Supporters of data delivery by satellite say it can offer a more flexible and cost-effective solution to traditional telecommunications systems. An increasing number of companies appear to agree with them.

Most satellite data systems use a technology known as VSat (Very Small Aperture Terminal). This comprises a small satellite dish (around 60cm to 1.2m in diameter) and a box of electronics which may be linked to a company's computer, telephone or video equipment. A VSat system can be connected to a large computer network or even an individual PC.

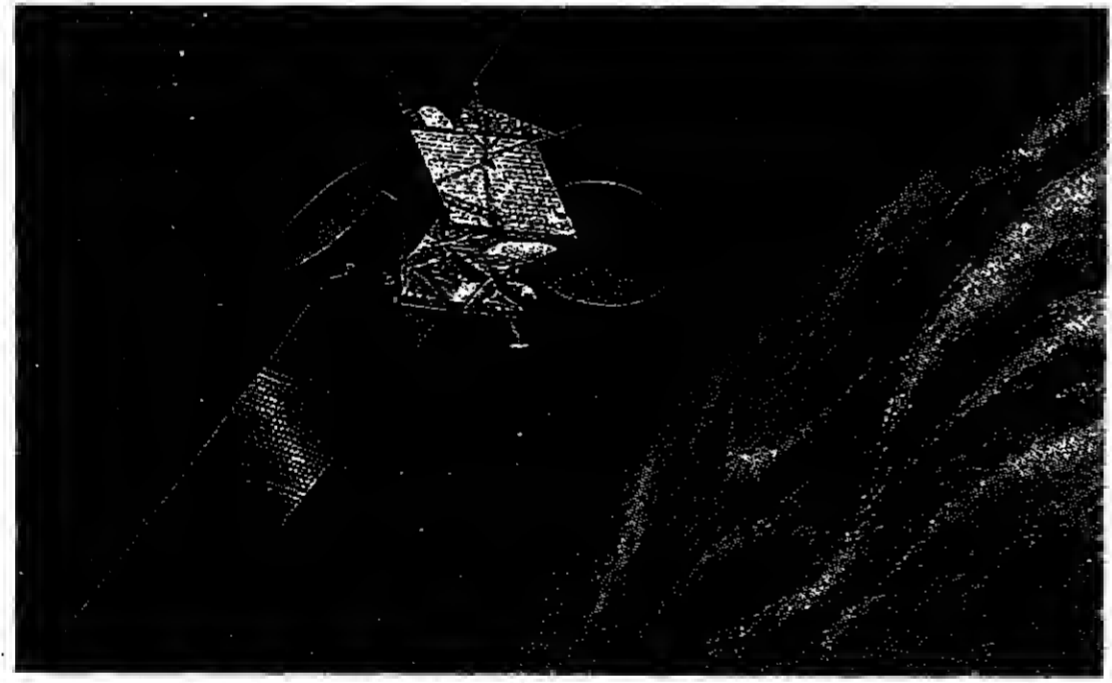
The data delivered via VSat is assembled, packaged, encrypted and transmitted from a satellite control centre, which could be on the other side of the world. The data may be sent to a single location, or thousands of sites simultaneously. Although many VSat systems simply transmit data, a growing number are also carrying multimedia services with video, text, speech and pictures.

The VSat market is well established in the US, where more than 75,000 two-way systems are in use. The market is growing around 17 per cent per year, with some 100,000 systems expected to be in use by 1998. Companies offering VSat systems include Chrysler, Chevron, General Motors, Ford and Toyota.

In Europe, VSat has grown more slowly: several years ago, fewer than 2,000 systems were in use. Today, the number is nearer 10,000 systems, and is expected to double within the next couple of years.

VSat systems are being used for a wide range of functions, and by various sectors, including the automotive, retail, banking and credit-card industries. Its uses include the delivery of training materials and distance learning packages, accessing remote databases, and also transmitting electronic mail (e-mail), business television programmes, point-of-sale information, credit-card verification data and financial updates.

Organisations with offices scattered across a country or a continent may find it easier to link their branches by VSat rather than telephone lines or cable - especially where a country has a poor or unreliable telecommunications infrastructure. The Indian government has launched three satellites, known as Indosat, and leased them to private companies for VSat use. Cadbury India, for example, uses a VSat service developed by WipoBT, a joint venture between Wipo, India's second largest infor-



Société Européenne des Satellites, which owns the Astra series of satellites, plans to offer an interactive multimedia service

# George Cole looks at a flexible and cost-effective solution to traditional communications systems

## Delivery via the satellite route

because many leading car companies have hundreds or even thousands of dealers scattered across various countries. Last October, General Motors' Opel/Vauxhall unit ordered more than 3,000 VSat systems from Hot. The systems will be used to link the computer networks of dealers in 19 European countries. The dealers will use it for vehicle and spare parts ordering, e-mail and real-time transactions.

IBM is setting up a large VSat network for Peugeot/Citroën, which will connect 4,200 dealers in 11 European countries. The system will also be used for ordering parts and vehicles and, eventually, live video conferencing and taped broadcasts. This will simplify connection procedures and increase the number of exchanges between manufacturers and dealers, while reducing costs. "We'll have a much closer relationship with our dealers," says Jean-Serge Bertoin, Peugeot/Citroën's director of IT.

VSat technology is also being used by the banking and retail sec-

tor. In Italy, the bank consortium Introsat/Cedarinord has ordered almost 300 VSat terminals for branch applications, including its automated teller machine network. The French supermarket chain Casino has around 900 VSat terminals operated by France Telecom.

One of the main uses of VSat by the retail sector is stock reconciliation. Sales data from a company's stores can be collected by head office, analysed and stock replenished when required. In September, Hot will launch a new one-way VSat service in Europe, DirecPC. The service, which will operate from the Eutelsat II satellite, will link up to individual PCs and transmit data at 8m-12m bits per second. At these speeds, 400 pages of data could be transmitted in less than a minute. DirecPC will initially be aimed at large businesses, which could use it to deliver data packages to individual companies or workers.

One of the first to sign up for the service is Deutsche Automobil Treu-

hand, owned by the German car manufacturers. Dat has ordered around 2,000 DirecPC systems and plans to use them to send spare parts catalogues direct to dealers. The current distribution system puts the information on to a CD-Rom, which then has to be posted.

Other possible services include the delivery of retail software direct to a PC, which users could try before they buy (the trial software is designed to become operative after a short period of time).

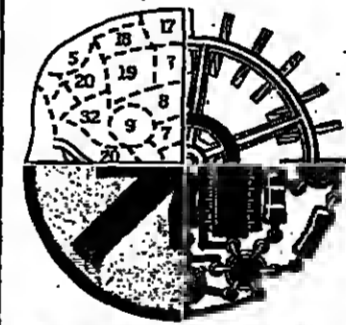
In the US, where more than 18,000 DirecPC systems have been ordered, one of the most popular consumer services is the Financial Ticker, which continually transmits stocks and share information. A consumer system, comprising dish, electronics and software, should cost around £1,000, says Cole with a monthly subscription of around £15.

Other companies are poised to move into the satellite data market. Last month Société Européenne des Satellites, which owns the Astra series of satellites, announced plans to offer an interactive multimedia service from the Astra 1H satellite, due to be launched in autumn 1996. "We'll initially use the service at large businesses, such as hotels, retailers, banks and automotive sectors," says Romain Bausch, director general of Ses, "but we also see an opening in the SoHo (small office, home office) sector".

Eutelsat, the European satellite operator, also plans to offer a PC-based data service. The company has developed a prototype data system that uses a PC card and dish, and offers users Internet speeds around 100 times faster than existing telephone modems. "The PC cards would cost around \$300 to \$500 each, and could be available next year," says Giulio Beretta, Eutelsat's commercial director.

A further venture was announced last month by Microsoft, the US software giant, Nintendo, the Japanese game maker, and the Nomura Research Institute, which plan to launch a satellite-based online service in Japan next year. The service will transmit a mix of sport, news, shopping and entertainment services from the St Giga satellite system to suitably equipped PCs. Microsoft plans to launch a similar service in the US next year in a joint venture with DirecTV, the satellite digital TV service.

## Worth Watching · Vanessa Houlder



### Why nicotine feels necessary

Until recently, nicotine was usually considered to be habit-forming but not addictive. Now fresh evidence of its addictive power has been provided by researchers at the University of Cagliari in Italy, according to a report in today's Nature magazine.

When scientists injected small amounts of nicotine into rats, they found it mimicked the neurochemical and metabolic effects of cocaine, amphetamine and morphine. The part of the brain that was affected is involved with the integration and expression of the emotions - and is known to be associated with the cravings and rewards associated with drug use.

### Faster download of WWW pages

Downloading World Wide Web pages can be tediously slow. Open Market, a US Internet software company, has designed software that tries to deal with this problem by retrieving requested Web pages at pre-scheduled times, storing them off-line and updating them when required. The software, OM-Express, is able to interact with online information, so users can order items electronically or connect to another page. It costs \$29.95; details are available from <http://www.openmarket.com>. Open Market: US, tel: 6176219500; fax: 6176211703.

### Polymer coating cuts inflammation

Scientists in Israel believe they have found a potential method of treating chronic inflammatory diseases. The approach taken by

researchers at the Weizmann Institute and Ben-Gurion University centres on a drug delivery system that can tackle excessive quantities of "tumour necrosis factor" (TNF) in the body. Too much of this substance - which normally kills diseased cells and controls inflammation - causes rheumatoid arthritis and other conditions such as disease-related weight loss.

Previous studies have shown that excessive levels of TNF can be reduced by injecting soluble receptors that bind with it into the bloodstream, but it proved difficult to maintain a steady level of the receptors. The latest approach, reported in Cytokine, involved coating the receptors in a polymer so they were continuously released in small amounts. Tests on mice showed that injections of the polymer-coated TNF receptors alleviated symptoms such as swelling of joints for several weeks.

Weizmann Institute of Science, Israel, tel: 9728943855; fax: 9728944104.

### Embossing beats microchip fraud

Memory Card Technology, a Danish IT company, says it has developed a low-cost technique for cutting microchip fraud.

A serial number is embossed on each memory module it produces, during the assembly process. The number can be checked against a database of registered owners, allowing the police to trace stolen chips back to their original owner.

### No froth from the bottom of the barrel

The explosion of froth into a half-pint of draught beer is a familiar problem for bartenders worldwide - it means they have reached the bottom of the barrel, writes Andrew Baxter. The froth wastes beer - and the bartender's time spent cleaning up. Now Israeli-based Selector has introduced Fob Stop, which shuts off the flow of beer as soon as the keg is empty, so that little foam comes out of the tap. The company says the device should save 1½ pints for every 100.

Selector: Israel, tel: 9722924553; fax: 9722924549.

COME the

BIRD

ARTS GUIDE

AMSTERDAM

Cinema/Nigel Andrews

# Comedy squares the difference

A deal of nonsense is talked about the differences in movie culture between Europe and America. In Hollywood film-makers are crass, vulgar and dollar-obsessed (goes the wisdom). In Paris, Rome or Madrid directors wear berets or artistic froths as they trawl the streets for human reality or hold their viewers to heaven to catch the pulse of *l'esistence universel*.

This was the subtext, we all know, behind the Gatt fuss some years ago. It had nothing to do with quotas or economics, but everything to do with the belief that the EC and US are two different movie hemispheres separated by a large, watery pinch of salt.

But do we believe the belief? If they are separate, why do *The Truth About Cats And Dogs* and *Les Apprentis* seem like the same film in different languages? Both these comedies about human relationships have charm, warmth and wit. Both are also built on one of those unexamined clichés that are part of everyone's movie lore. It goes: people without stable relationships are dysfunctional, especially people who live in apartments.

Though based on a premise no less disputable in Saint-Germain than in Sunset Boulevard, this genre has given us richly variegated gems from *Repetition to The Tenant*, from *A Bout De Souffle* to *The Odd Couple*. This week's odd couple of films come more through the essentials.

What goes in the flats of unmarried people? Unwashed

laundry goes on. Ill-stocked refrigerators go on, containing at least one piece of meat or cheese developing advanced verdigris. Phone calls from anxious mothers go on, and on. And pets and musical instruments go on, as substitutes for wife or husband. In *The Truth About Cats And Dogs* Abby (Janeane Garofalo) is a dumpy,

**THE TRUTH ABOUT CATS AND DOGS (15)**  
Michael Lehmann

**LES APPRENTIS (15)**  
Pierre Salvadori

**HAPPY GILMORE (12)**  
Dennis Dugan

**HUSTLER WHITE (18)**  
Bruce LaBruce and Rick Castro

**BACK OF BEYOND**  
Michael Robertson

scaric young radio vet, who returns each night to her lonely flat in Santa Monica. Abby's pretty room is housed in a wisteria-clad palazzo worthy of Ravella, but that may be just an LA production designer's consolation delirium.

Her only friends are her violin and the blonde model across the hall (Uma Thurman), who being single is also dizzy and incompetent. When they fall in love with the same Englishman (Ben Chaplin), this focuses their entire minds

and lives and also seems to clean up their apartments without aid of human hand.

Chaplin is a bushy-browed cockney who first phones Abby's programme to ask why his Great Dane is growling after being required to don roller skates for a TV commercial. Anyone who needs to ask that is in need of phone-in psychotherapy himself.

Instead a Chaplin grateful to Garofalo for her help starts dating Thurman because the first girl, embarrassed about her plain looks, pushes the second girl at him pretending that she is she. All clear? If not, a helpline will be established after this column. In the event, screenwriter Audrey Wells and director Michael Lehmann, showing that inside the man who made *Hudson Hawk*, the man who made *Heathers* is still trying to re-emerge, to put lovely comic spins on this mistaken identity romance. It is not just the lead players who scatter charm, especially the ex-Larry Sanders Show Garofalo. A good comedy is nourished by its minor characters, here deliciously tart from the stern cosmetics assistant who holds up a mirror to a customer's face saying "Do you see how dry and discoloured you are?" to the pets themselves, who instead of being winsome pushovers have minds, wits and pushing-over plans of their own. The message is: we do not mind clichés about human life if they are freshly, brightly re-enacted. In *Les Apprentis*, a comedy of fecklessness from Pierre Salvadori, Guillaume Depardieu (son of



Ben Chaplin rings a radio vet to ask why his Great Dane keeps growling in 'The Truth About Cats And Dogs'

Gerard) is a bachelor slob living with another bachelor slob (François Cluzet).

Cluzet, writing an unfinished play, cannot even finish his letters to an estranged girlfriend. Depardieu props up their life by supplying groceries, though his friend complains "We only eat what fits in your pockets." At which point a third friend who works for an airline pops round with some plastic trays: "I've just nicked some inflight meals."

Only French cinema has this genius for plotless plots. The film shambles between endearing mishaps, the only structure being the geometrical progression by which the mistake gets worse. From domestic disarray we graduate to a robbery, a

beating up and a spell for Cluzet in a mental asylum. The film is not all funny, but in the best sense it is a *comédie humaine*.

Writer-director Pierre Salvadori, who had a debut hit with his doleful romp about a hit-man *Wild Turkeys*, has the priceless gift of non-emphasis. Comic situations are not fore-grown but spring unaided from tiny seeds of truth.

A single cootivred detail would destroy scenes like Depardieu's scared-illy participation in a sex threesome - he keeps throwing anxiously ingratiating glances at the girl's voyeur lover - or like the matter-of-fact brutality with which Cluzet's robbed boss, a martial arts gym owner, sets

about the appropriately in-house punishment of his employee turned thief.

*Happy Gilmore*, a golfing comedy, is the week's third film in which an unmarried protagonist wreaks havoc on the world. Probably not even the love of a good woman, however, would stop the sportsman-maniac of the title (Adam Sandler) from unleashing his ice hockey origins on the genteel world of three-irons, check trousers and cathedral-voiced commentators.

Happy's ability to smash golf drives into adjoining counties encourages this move from rink to fairway. That and the need to save his mother from a Sing Sing-style old people's home, where she works on the

quiltmaking chain gang. Worse than *Caddyshack* 2, it passes 90 agreeable minutes. However, you should be warned that there is a fair share of mocking the disadvantaged, from Carl Weathers as a golf pro with an accident-prone wooden hand to Lee Trevino mercilessly asked to play Lee Trevino.

Disability is no handicap, nor is any other folly, in *Hustler White*, a gay comedy whose visual explicitness and erotic variety make Andy Warhol seem like Carl Dreyer. So does the film's technical command. The jerky, overexposed images move from one enormity to another - every *mat* is *juste* - while the plot plays variations on *Sunset Boulevard*.

Aunt Edna will be in the trauma ward before the opening credits are over. Others, please form an orderly queue at the box office.

*Back Of Beyond* is an Australian fantasy thriller salvaged from oblivion by the National Film Theatre. Why? We ask: What was wrong with oblivion? *Strictly Ballroom*'s Paul Mercurio mans a semi-delirious filing station in the remote desert, where everyone stops by from jewel-thief to pretty girls in scrub-torn short skirts. Could it all be supernatural? We only know that time and reality must be subjective in a film where people speak in 1950s-style B-movie mantras and where 85 minutes seems like 85 hours.

Theatre/Ian Shuttleworth

## 'Birdy'

Ian Parker's 1984 film adaptation of William Wharton's first novel is now largely neglected - but not by Kevin Knight, who directs this stage version.

The rooftop scenes on a high-level gantry may coincidentally resemble the same scenes on film: it may even be mere happenstance that the actor cast as army psychiatrist Dr. Weiss (Peter Banks) bears a startling resemblance to his celluloid counterpart; but to use a poster programme image which effectively reproduces that of Parker's work surely goes beyond mere brand-recognition. Elsewhere, though, the play comes into its own.

Where Parker simplified Wharton's novel into a superior, offbeat buddy-movie with incidental commentary upon the horrors of the Vietnam, adaptor Naomi Wallace remains faithful to the book's second world war setting and concentrates on the puzzled homoeroticism between the central duo, Al and Birdy. This reaches its peak when the latter, imagining himself to be a bird, silently demands to be fed avian-style from Al's mouth, leading to the most disturbing male-to-male kiss many of us are ever likely to see on stage.

Knight's stage design is remarkable. A huge, crazily

sloping circular grille takes up most of the Lyric studio's playing space on this upper level young Al and young Birdy play out their teenage activities, as we see Birdy's increasing fascination with his feathered friends. The grille cants up to reveal beneath it, on a revolve, Dr. Weiss's surgery and Birdy's cell.

Corey Johnson makes a fine Sergeant Al, literally defaced during the war and crippled by his temper. Johnson gives Al a Montgomery Clift-like dimension of something always kept just out of sight.

Matthew Wait as the older Birdy has the crouching and flapping down perfectly. It comes as little surprise that when Birdy returns to "humanity" in the final scene, he can dismiss his delusion as pretence; no matter how the line is meant, Wait's earlier performance gives it a literal truth. The couple's younger counterparts, Adam Garcia and Tam Williams, are competent but unexceptional.

Naomi Wallace may, to an extent, be marking time before her next original play, but Birdy - despite its awkward ending - is nevertheless one of the better studio shows on display this summer.

Lyric Studio Hammersmith, London W6, until August 17 (0181 741 2211)



Truth takes flight in Matthew Wait's performance as Birdy

Concert/David Murray

## Resplendent LSO helps Barbican pass the test

Last Sunday and on the previous Thursday, the London Symphony played magnificently for Kent Nagano in the Barbican Hall. We realised again how substantial the improvements to the Barbican acoustic have been; there could hardly be more stringent tests than

Mahler's Sixth Symphony tonight and Berlioz's *La Damnation de Faust* (Sunday), and neither of them ever sounded clotted, glaring or harsh - except of course, when the composers wanted them to do.

It was a joy to hear the Berlioz in its proper setting, which is a concert hall - ideally, as this time, with dramatic lighting, but with no attempt to stage a dramatic story. *La Damnation* is really unstageable (as Covent Garden discovered not long ago), because its dimensions and proportions were not imagined for theatrical purposes: too much of the story omitted, too many minor episodes dwelt upon at length.

Here Nagano kept the house mostly in darkness, the orchestra equipped with small reading-lights, and the soloists and parts of the chorus lit up in turn (and sometimes in lurid hues) as they came musically to the fore. Thus *La Damnation*

passed, like a fevered dream, a fluid sequence of fantastic memories and yearnings - much like the *Symphonie fantastique*, in fact, which is just as it should be.

There were several very French details of the score which sounded cosmopolitan and a bit lush in Nagano's treatment, but not to the detriment of a solid overall success. Imposing support from the London Symphony Chorus and the New London Children's Choir excellent soloists, Giuseppe Sabbatini's tenor Faust never sounded anything but Italian, and yet was perfectly adapted to Berlioz style; Natale De Carolis's Mephistopheles, also stylish, needed only a little more bass weight; Olga Borodina made wonderful, melting sounds as Marguerite.

The Mahler Sixth was distinguished above all by inspired playing, from every first desk and every section of the band. From Roy Carter's infinitely expressive oboe to the nobly unanimous trombones, there were creative contributions from everybody.

Nagano's reading was assured and strong. I should quibble with his (unmarked) re-orchestration for the "Alma" theme in the first movement, which

sounded sentimental, and his emphatic tempo-changes in the finale left it as a series of vivid episodes, rather than a whole, implacably driven sequence; but the andante was ravishingly sustained, and there was a wealth of perceptive detail throughout - riches enough.

That concert also offered the premiere of James MacMillan's *The World's Ransoming*, commissioned by the Benjamin family for the LSO and their superlative *organs*, Christine Peardill. The music has the air of a religious ritual, which is indeed what it is: so orderly meditation on Maundy Thursday, of considerable breadth and depth. Miss Peardill's instrument winds plangently through the score, while episodes with various instrumental trios spring up and pass away.

The felt drama of *The World's Ransoming* reaches considerable heights in the later stages. MacMillan's orchestral skill, and his art of construction, ensure that it pleases the ear and rewards the attention.

We shall surely hear more of it for a start, when the LSO repeats it next December, not long after MacMillan's new cello concerto has its premiere with Rostropovich.

INTERNATIONAL  
**ARTS GUIDE**

AMSTERDAM

**CONCERT**  
Concertgebouw Tel: 31-20-5730573  
● Catherine Leonard and Maria Kulakowska: the violinist and pianist perform works by Beethoven, Stravinsky and Wilson; 8.30pm; Jul 19  
● Maria João Pires, Augustin Dumay, Jan Wang and Roberto Alexander: the pianist, violinist, cellist and soprano perform Schubert's Piano Quintet in A, D.667 and Der Hirt auf dem Felsen; 8.15pm; Jul 19

BERLIN

**EXHIBITION**  
Beuthische Galerie - exhibition of 100 drawings from the museum's collection, spanning the period from the end of the 19th century to the

present; to Aug 4

DUBLIN

**CONCERT**  
National Concert Hall - Geórgias Nákóglis Tel: 353-1-6711988  
● The Orchestra of St Cecilia: with conductor/hornist Barry Tuckwell perform works by Haydn, Mozart and Schubert; 6.30pm; Jul 19  
**EXHIBITION**  
Irish Museum of Modern Art Tel: 353-1-6718866  
● Sidney Nolan: The Wild Geese: painted in 1959, "The Wild Geese" series is one of Sidney Nolan's final works. From the vantage point of old-age, the artist looks at a number of key figures, who, through wanderlust or forced emigration, participated in significant flights from the familiar; to Jul 21

FRANKFURT

**EXHIBITION**  
Schirn Kunsthalle Tel: 49-69-2998820  
● Lucio Fontana: a major retrospective exhibition featuring the work of the Italian artist Lucio Fontana (1899-1968). The exhibition includes close to 200 works selected from museums and private collections throughout the world. Following recent research in Argentina, where Fontana was born, hitherto unknown works from Argentine sources are shown to the public for the first time; to Sep 1

LONDON

**EXHIBITION**

Serpentine Gallery Tel: 44-171-4026075

● Peter Fischli - David Weiss: in this exhibition these Swiss artists present an installation which occupies the entire space. Combining sculptural elements and video, the work exemplifies the artists' observations on the nature of ordinariness and their fascination with balance and imbalance. The artists have created a "wunderkammer" (a room of wonders) made up of their sculptures, a series of slide projections and film; to Jul 21

JAZZ & BLUES

Barbican Hall Tel: 44-171-6384141  
● Branford Marsalis and Ellis Marsalis: the jazz saxophonist and jazz pianist perform interpretations of standards from the classic American song repertoire, including "Miss Otis Regrets", "Lulu's Back in Town", "Stella by Starlight" and Ellington's "Angelica"; 7.30pm; Jul 21

Queen Elizabeth Hall Tel: 44-171-9210600

● Henry Threadgill: performance by the jazz saxophonist/composer, accompanied by his group Make A Move, which includes guitarist Brandon Ross, accordionist Tony Cedras, double bass-player Karl Peters and drummer Gerald Cleaver; 7.45pm; Jul 19

THEATRE

Barbican Theatre Tel: 44-171-6384141  
● Julius Caesar; by Shakespeare. Directed by Peter Hall and performed by the Royal

Shakespeare Company. The cast includes Christopher Benjamin; 7.15pm; Jul 19, 20 (also 2pm)

LOS ANGELES

**CONCERT**  
Hollywood Bowl Tel: 1-213-850-2000  
● Hollywood Bowl Orchestra: with conductor John Mauceri, soprano Diana Soviero and tenor Richard Leach perform works by Puccini, Verdi and Morricone; 8.30pm; Jul 19, 20

EXHIBITION

Norton Simon Museum of Art Tel: 1-818-449-6840  
● Cherished vistas and famous places: Hiroshige and the Japanese Landscape: an exhibition of 75 woodblock prints by the Japanese artist Ando Hiroshige (1797-1858). Hiroshige is best known for his many landscape series celebrating the beauty of 19th century Japan. His series "Fifty-Three Stations of the Tokaido" forms the basis for this exhibition; to Jul 21

NEW YORK

**CONCERT**  
Avery Fisher Hall Tel: 1-212-675-5030  
● Mostly Mozart Festival Orchestra: with conductor Raymond Leppard, pianists Andreas Haefliger, Kun Woo Paik and Christian Zacharias perform Mozart's Piano Concerto No.23 in A major, K488, Piano Concerto No.24 in C minor, K491 and Piano Concerto No.25 in C major, K503. Part of the Mostly Mozart Festival; 8pm; Jul 19

Time Warner Concerts in the Parks: The New York Philharmonic; with conductor Eiji Oue perform works by Mussorgsky, Stravinsky, R. Strauss and Respighi in Cunningham Park, Queens; 8pm; Jul 19

PARIS

**DANCE**  
Théâtre National de l'Opéra - Opéra Garnier Tel: 33-1 42 66 50 22  
● Coppélia: a choreography by Bert after Saint-Léon to music by Delibes, performed by the Ballet de l'Opéra National de Paris and the Orchestre de l'Opéra National de Paris; 7.30pm; Jul 15, 19, 20

PHILADELPHIA

**EXHIBITION**  
Philadelphia Museum of Art Tel: 1-215-763-8100

Cézanne: an international loan exhibition spanning the career of Paul Cézanne (1839-1906), organised by the Philadelphia Museum of Art in collaboration with the Réunion des Musées Nationaux/ Musée d'Orsay in Paris and the Tate Gallery in London. The display includes 100 oil paintings, 35 watercolours and 35 drawings; to Sep 1

SALZBURG

**OPERA**  
Grosse Festspielhaus Tel: 43-662-80450  
● Jephtha: by Handel. Conducted by Nikolaus Harnoncourt and performed by Concentus Musicus Wien and the Arnold Schoenberg Choir. Soloists include sopranos Dorothea Röschmann and Isabel Rey, and mezzo-soprano Marjana Lipovsek. Part of the Salzburger Festspiele; 6.30pm; Jul 21

WASHINGTON

**EXHIBITION**  
National Museum of American Art Tel: 1-202-357-2700  
● Beauty Reconfigured: The Art of Thomas Wilmer Dewing: exhibition devoted to the turn-of-the-century Gilded Age artist Thomas Wilmer Dewing, best known for his depictions of women in interiors and dreamlike outdoor settings. Originating at The Brooklyn Museum, this exhibition is expanded; from Jul 19 to Oct 14  
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COMMENT & ANALYSIS

Economic Viewpoint • Samuel Brittan

Sterling in euro's shadow

Labour's compromise plan for the Bank of England makes sense mainly if it is seen as a step towards full independence ahead of monetary union



Sometimes a compromise may be worse than either extreme. This may be true of Labour's policy of giving the Bank of England more "operational" say in monetary policy.

Labour proposes that the Bank's monetary recommendations should not come from the governor alone, but from an eight-person Monetary Policy Committee "drawing on outside expertise", with members serving for seven years.

So far so good. The proposed arrangements are less dependent on accidents of personality than the highly publicised meetings between Mr Kenneth Clarke, the chancellor, and Mr Eddie George, Bank governor.

But the Bank has become worried about possible snags. If it were really independent then it would make sense for individual board members' views to be eventually disclosed - as they are at both the Federal Reserve and the Bundesbank, and as Labour proposes.

that Labour wins the next election, it will have its hands full domestically. A lot will depend on just how bad the budget deficit is at the time. If the UK looks as if it can approach as near to the famous 3 per cent limit for the deficit as Germany or France, there will be no problem. But to make a heroic cut in aggregate public expenditure larger than the Conservatives would have done (or increase taxes by more instead) would seem to Mr Tony Blair, the Labour leader, too high a price.

Nevertheless, postponing a decision or deciding to join a couple of years after the 1999 starting date has its own dangers. One minefield is the Exchange Rate Mechanism. On a strict interpretation of Maastricht, Emu founder members must be in the ERM for two years before the decisions on membership are taken in March 1998.

Contra to popular belief, Mr Clarke failed to get this condition waived, but he did achieve an understanding that the issue would not need to be clarified until 1998.

Is this a distinction without a difference? As so often, an outlying country such as Italy or Finland might bring matters to a head. For if either or both were to rejoin the ERM, it would be as a marker

for Emu membership; and they would be likely to emphasise the link. There is also a difference of perception. For most British politicians, an ERM with a 15 per cent margin of fluctuation around the central rate is a formality. But France, Germany and their immediate neighbours see it as a means of maintaining approximate exchange rate stability, but with sufficient weapons to fight speculators who no longer face a one-way bet. The ironical aspect is that it was Mr Clarke who - when the UK was a non-member - proposed the 15 per cent margins in 1988 when the ERM was threatened with break-up or going into long-term suspension.

The most acute place where UK dilemmas could come to a head is the familiar one, sterling. The upward trend in the pound, visible until this week's setback, amounted to little more than a blip in a long downward movement. At just above DM2.3, the pound is now not only well below its old ERM rate, it is still well below the rate prevailing as recently as 1994.

Nevertheless, even blips have in the past been large enough to present awkward policy dilemmas. The Treasury emerged from past

traumas with a doctrine that some of strain of any movement into or out of sterling should be taken on the exchange rate and some on interest rates. This means that if sterling rises, downward pressure is being put on output and prices and this permits a level of interest rates "lower than it would otherwise be".

Such considerations could not have supported the base rate cuts which the chancellor has made since autumn 1995, as sterling was then lower than justified by international cost comparisons. These past interest rate reductions could be justified only by domestic worries about the slowdown in recovery and the size of the capacity gap. But if sterling rises much further, anxiety about its appreciation could take hold as an independent influence on policy.

Sterling's setback this week reflects the troubles of Wall Street and the dollar. Financial markets are now hoping for a lead from Alan Greenspan's Congressional testimony today. But there are several forces which could soon boost sterling further.

The financial markets are becoming ever more convinced that Labour is now at least as much a party of sound money as the Conservatives. On top of this is the belief that Labour is more likely to take Britain into Emu. As I have just explained, Labour leaders do not themselves know if they will, or if so when. But a higher probability is sufficient to affect exchange rates and interest rates. The present interest differential between sterling and D-Mark-denominated assets would make no sense under a single currency. If the UK were expected to join Emu, UK yields would be a bargain for mobile fundholders.

So if UK entry were certain, sterling interest rates would have to come down, say to French levels. Alternatively sterling would have to overshoot to a level where an expected future fall, before fix-

ing the Emu entry rate, would compensate for the present interest rate advantage. As entry is far from certain, market movements will not go so far, but go that way.

At one time the Treasury response to such dilemmas was influenced by a rule of thumb that a 4 per cent rise in the sterling index justified a 1 per cent reduction in base rates. This rule is now disowned, but for want of something better market analysts will still look at it during any sustained rise in the pound.

The compromise embedded in any such rule, or its judgmental equivalent, is however far from satisfactory. When sterling rises and interest rates fall, the domestic service and consumer sector of the economy benefit, while the traded and manufacturing sectors are squeezed.

If sterling is to be fixed against a currency like the D-Mark, then the rate of inflation in British traded goods would not be able to exceed the German average. But it can take a long time for the external anchor to outweigh an immediate boom in property prices, consumer demand and service expenditure of the kind we saw in the late 1980s.

If the link with the hard currency bloc were permanent, it would be worth weathering some temporary domestic inflationary disturbances to achieve the big prize of long-term currency stability. But as previous experience with shadowing the D-Mark and ERM membership showed, it is not worth weathering them for the sake of a link which is liable to snap.

The only lasting solution to the conflict between external and internal pressures on monetary policy is to do away with the conditions that give rise to the dilemma - namely the division of a single market among several fluctuating currencies. Instead a common currency should be established with monetary policy designed to stabilise average monetary conditions among members.

BOOK REVIEW • Christopher Taylor

IN WITH THE EURO OUT WITH THE POUND: The Single Currency for Britain: By Christopher Johnson Penguin, 272pp, £7.99

A clear view of Emu impaired by a rosy tint

No informed commentator doubts that the European Union's plan for economic and monetary union (Emu) is of colossal importance for Europe and the UK. Yet the message does not seem to be reaching ordinary people.

Christopher Johnson, a highly respected economist and leading supporter of UK membership of Emu, has made a heroic attempt to remedy the shortage of accessible information. However, this book merits only two cheers: although impressive, its conclusions are unduly rosy in vital respects.

On at least one main point, Johnson is surely right: the economic arguments about monetary union can stand on their own. He shows that monetary union can be achieved without a large central budget or heavily co-ordinated powers of taxation and public expenditure - provided governments have the freedom and wisdom to follow sensible fiscal policies. This means that a successful Emu will not require a lot of political integration.

But the problem with the pure economics of Emu is that although some of its possible effects might be large, they are highly uncertain. The readily quantifiable benefits such as savings in transaction costs are small. On Johnson's figures, they might add 1-2 per cent permanently to the gross domestic product of member states. This would be a useful gain but hardly warrants the upheaval and risks.

The potentially large effects of monetary union are basically threefold. First, it could deliver a substantial cut in interest rates for weaker-currency states, by ending uncertainty over exchange rates and reinforcing fiscal discipline. Johnson estimates this could add up to 0.5 per cent to annual growth of the UK's potential GDP over 10 years. This is not far-fetched, but depends on many uncertain

factors. Most crucial is whether Emu would function well or not - essentially a question of political will.

The main risk is that once governments have qualified for membership of the single currency, they will be tempted to relax fiscal policies. This could occur in reaction to the austerity needed to qualify for Emu, and governments will face no threat to their exchange rate from higher borrowing.

Admittedly market discipline on governments could be tighter in the monetary union because of the ban on inter-governmental bail-outs - but this cannot be relied on. Neither can the quasi-automatic financial sanctions for bad behaviour advocated by the German government.

A second benefit would be the greater price stability that might be a product of Emu. It is widely accepted that low inflation, if established and expected, helps growth in the longer run.

But even here the evidence is shaky. Respected economists used to argue that a moderate rate of inflation helps the adjustment of relative wages and prices. And the experience of the core European economies since the 1970s suggests price stability brings significant costs in unemployment.

There is also some question whether the creation of a hyper-independent European central bank is necessary for better inflation performance. National central banks might achieve as much if less susceptible to political interference than most have been.

The third key area of uncertainty surrounds the potential costs of abandoning an independent monetary policy and a flexible exchange rate, which allow countries to adapt their policies to their individual circumstances. These costs should not be excessive for countries with similar industrial structures and flexible labour and product markets capable of adapting to change. Johnson provides plenty of

evidence that the UK does not score highly on these counts. But he dismisses worries about the UK's "real convergence" with other EU nations on the grounds that sterling is now very competitive against the D-Mark and French franc.

This suggests an important blind spot in his appraisal. Sterling may be competitive but there is a growing realisation that the D-Mark is heavily overvalued against the dollar - to a lesser extent - are the other strong currencies in the EU exchange rate mechanism.

Pressure for a downward adjustment to the D-mark (or, after monetary union, the euro) must surely occur if and when the core states are finally launched on a sustained economic recovery. No doubt the Bundesbank will set monetary policy to avoid any decline in the D-mark as it shepherds Europe's proudest currency into Emu. And the European central bank will resist any threat to the euro in the name of price stability. But this could keep unemployment high in the heart of Europe for years to come, and imply interest rates which would be too high from a UK viewpoint.

Such uncertainties do not necessarily mean it would be a mistake for the UK to enter Emu. Participation could be greatly to its advantage in the long run if the new monetary regime is run sensibly, the fiscal rules are interpreted flexibly and observed scrupulously, and real convergence is secured beforehand.

But waiting would probably be wise if it made it possible to become more confident that these reasonable conditions would be met, and some improvement could also be negotiated in the accountability of the new central bank.

The author is a visiting fellow of the National Institute of Economic and Social Research. In with the euro, out with the pound is available from FT Bookshop, by ringing +44 181 964 1251.



Climate change: we're all in this together

Concern about the impact of human activity on the global climate—a concern Mobil has been discussing in this space—is triggering actions that may create major dislocations unnecessarily. Most of the world's governments have subscribed to a United Nations-sponsored Initiative that is developing legally binding targets, timetables and common measures to reduce greenhouse-gas emissions produced by developed nations beyond the year 2000.

Such an approach is likely to cause severe economic dislocations at a time when many nations are striving for growth and jobs to catapult them into the 21st century. Such speed may not be needed or even desirable given what we know and do not know about the economic and environmental impact of what climate change might produce.

Though the industrialised world accounts for half of greenhouse gases, that share will drop as developing nations flex their economic muscle. If developed nations act alone to reduce emissions, the staggering cost imposed on energy-intensive industries will drive nations to export much of their industrial base to countries with less stringent controls.

World economic health will suffer as nations are forced to switch from fossil fuels, saddled with large carbon taxes and driven to prematurely scrap many factories and machinery. The dislocations will be even more severe if the solutions are not implemented globally.

This does not mean we should hope for the best and do nothing. Much has already been achieved and there is more to come.

Energy efficiency and conservation: Industrial nations have vastly improved the performance of the internal combustion engine and of their heating, cooling and lighting appliances. Among the OECD countries, energy consumption per unit of gross domestic product over the period 1979-93 dropped by 19 percent. Improved

forestry to restore natural "sinks" that absorb greenhouse gases and better agricultural practices to reduce emissions of nitrous oxide are also helping offset emissions.

Fuel switching: All fossil fuels emit greenhouse gases when burned, but not in equal measure. Oil is cleaner than coal and natural gas is cleaner than both. More utilities in Europe as well as worldwide are switching to natural gas, which emits only half the CO<sub>2</sub> as does coal per kilowatt hour produced. Other energy sources—solar, nuclear and wind—emit virtually no gases, yet often face serious economic and political obstacles.

Constructive steps that involve participation by all nations and flexible timing should be considered now. Efforts should be directed at stabilising and reducing emissions when and where they are most cost effective. For example, one control scenario being discussed—stabilising CO<sub>2</sub> emissions today and implementing a 20 percent reduction in industrialised countries starting in 2010—could cost \$2,600 billion. Spreading the responsibility globally—allowing trading of emission credits—would lower the cost to some \$1,100 billion; adding flexibility in timing—allowing cumulative rather than annual emission targets out to the year 2050—would bring total costs down to \$500 billion. Some studies indicate the flexible route could achieve the same long-term benefits as the "quicker" plan.

As negotiators grapple with these issues, they would do well to heed the U.N.'s preliminary guidelines: "Measures to deal with climate change should be cost-effective so as to ensure global benefits at the lowest possible cost." Jobs and livelihoods are at stake. Current and future generations are counting on us to manage the challenge wisely.

We intend to follow up on the results of the July conference in Geneva to look at the economic impact that emission reduction proposals could have on nations. Look for our messages in the future.



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LETTERS TO THE EDITOR

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We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5336 (please see fax to "fine"), e-mail: letters.editor@ft.com. Translation may be available for letters written in the main international language.

Bold action essential on debt relief

From Mr Justin Forsyth. Sir, The FT is right to argue in its editorial "Agreeing to debt relief" (July 10) that the Paris club should not postpone a decision on extending the Naples terms to its next meeting. This postponement, and the G7 failure to agree to International Monetary Fund gold sales, may prevent a final decision on debt reduction for the poorest countries at the IMF World Bank annual meetings in early October. But these are not the only problems with the current debt

initiative. Others include the lengthy six-year time frame before countries will benefit from multilateral debt reduction, the strict eligibility criteria for access to the initiative and the IMF's insistence on contributing its share through more loans. Given the fact that IMF loans have helped create the debt problem it seems absurd that more loans will help solve it. Poor countries, committed to poverty reduction, need a quick break from the past. There needs to be a bold and

concerted action by the G7 and other governments in the next two months to break the political log-jam. If not, there is a real danger that we will end up with a debt initiative which helps solve the debt "problem" for creditors but does little to help poor countries break the cycle of poverty and conflict. Justin Forsyth, director, Oxfam International Advocacy Office, 1511 H Street, NW, Suite 1044, Washington, DC 20005, US

Uzbekistan attracts

From Mr Robert Scallon. Sir, Observer, in its article about Uzbekistan and Daewoo ("St Daewoo's day", July 12) demonstrated the need for more facts on that country. Here goes: Daewoo is indeed the largest foreign investor in Uzbekistan but its investment programme is broader than just the automotive sector. There is a significant element in the Uzbekistan population which is of Korean extraction and which is represented up to deputy prime minister level. Uzbekistan is enjoying an improving reputation in the west and attracting investors from organisations such as the World Bank and the European Bank for Reconstruction and Development. A few 1995 statistics (gross domestic product \$21.4bn, exports \$3.1bn, oil production 5.5m tonnes, gas production 47bn cubic metres, gold production 33.6 tonnes, cotton production 4m tonnes, reserves \$1.5bn, foreign debt \$1.5bn) suggest a country in which the UK should show more interest.

Robert Scallon, export finance director, BZW, St Mary's Court, 100 Lower Thames Street, London EC3R 6JN, UK

Minimum wage essential to poverty battle

From Mr Dan Corry. Sir, Following on from Martin Wolf's sideswipe at Labour's plans for a national minimum wage ("The fiscal trap for Labour", July 9), you included a full-scale attack on them in your editorial "Minimum wage" (July 11). But your accusations are hard to stand up. You are convinced that minimum wages must have a detrimental effect on employment "notwithstanding controversial suggestions to the contrary". Surely you are aware of the important work done in the US by Professors Card and Krueger that showed that, in the nearest one could get to a controlled experiment in economics, increases in the minimum wage in the US did not reduce employment. No doubt you are also aware that work (backed by the fast-food industry) by Neumark and Wascher attacking this has now largely been discredited.

Certainly an excessively high minimum wage would cause jobs to be lost, but the empirical evidence (backed up by theories of how real labour markets work) shows that one set of a minimum wage does not. You are also convinced that a minimum wage cannot help in the fight against poverty because not all people with low hourly wages live in poor households. Of course the targeting on poverty is not perfect - a minimum wage after all is aimed at low wages not poverty per se - but a minimum wage does pretty well. Work by Cambridge economist Holly Sutherland, published in New Economy, shows the benefits of a minimum wage in the UK would go disproportionately to the working poor. Only around 15 per cent of gains from a £3.50 rate would go to those under 20 years of age. Also, the problem of too many benefits going to young

people still living at home can be reduced by a lower minimum wage rate for young people - as happens in most EU countries. You suggest a better method to fight poverty is to make the taxpayer pay. No doubt if someone really put this forward in a big way you would talk about the desirability effects of any taxes used to raise the money, the onerous increase in the overall tax burden, dangers of employers taking advantage of any such systems to force down wages, and the problems of incentives that household means-tested benefits always cause. It is time you confronted the evidence. If you care about poverty, then a minimum wage has to be part of the solution. Dan Corry, New Economy, Institute for Public Policy Research, 30-32 Southampton Street, London WC2E 7RA, UK

Cost to the UK of political silence on Emu

From Mr John Stevens MEP. Sir, Philip Stevens' article on the politics of Emu ("Conspiracy of silence", July 12) was spot on. It is bizarre that the principal effect of the emotive campaign to prevent British participation in the single European currency is the denial of our traditional parliamentary democracy should be utterly to devalue the next general election by compelling both main political parties to evade probably the

most important issue the UK has faced for 40 years. When this future cost to our constitution is added to the price we are already paying in the paralysis of our present negotiating position on the technical preparations for Emu - such as the Target clearing system, ably described by George Graham and Gillian Teit ("City fears profit loss by missing Target", July 6) - it is time to call a halt. Emu is an issue which

divides both the Conservatives and Labour. Surely, it should be possible to have a rational national debate recognising this so that the UK interest can be defended properly. Surely, it is now the duty of the City and industry to speak up. After all, it is their interests far more than those of politicians that are on the line. John Stevens, 39 St James's Place, London SW1A 1NS, UK

Last one came in on time

From Mr P.G.B. Willis. Sir, "Have you ever heard," asks the chief executive of Crest, the London Stock Exchange's new automated share settlement system ("Farewell to mounds of paper", July 15), of an IT project of this size being delivered on time and on budget? Yes, I have. It was introduced on April 9 1979, and was called Talsman, the system which Crest is now replacing.

P.G.B. Willis, Far Horizons, Baylors, Newton Abbot, Devon TQ13 9XU, UK

FINANCIAL TIMES

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Thursday July 18 1996

# The problem of Mr Dole

Whichever way he turns - and he has turned in a number of directions since embarking on his increasingly far-flung campaign for the US presidency - it seems Mr Bob Dole can do nothing right.

Intense public mistrust of the incumbent, his own early nomination by his party, a dramatic resignation from the Senate to campaign from outside the Beltway, a shift from the right to the political centre where elections are won - despite all this, the polls point insistently in the direction of a humiliating defeat for the Republican candidate in November.

Indeed, so grim are the numbers looking that some observers suggest Mr Dole could drag a sizeable group of fellow-Republicans in Congress down with him. What is going wrong for him, and what could he do to put it right?

In fairness, it is partly a matter of what is going right for his opponent. Whatever the shortcomings of his first years in office, President Bill Clinton is nothing if not a brilliant campaigner and a deft stealer of his political rivals' clothes. Nor is the sustained economic upturn over which he continues to preside likely to fuel thoughts of overthrowing him. In any case, challenging an incumbent president who was unopposed for his own party's nomination has rarely been a fruitful exercise in US political history.

Yet there is no getting round the fact that a significant part of the problem is Mr Dole himself. Never an inspirational candidate, the ex-Senator from Kansas has this time fallen short even of his dismal performances during previous bids for the Republican nomination in 1980 and 1988.

Since seeing off populist challengers in the primaries, he has

failed to project the semblance of a coherent campaign theme or a message capable of uniting the divided ranks of his party. Instead, he has been repeatedly and unwisely drawn into rhetorical battles over such issues as whether tobacco is addictive and whether a ban on assault weapons should be repealed.

At best these expose poor tactical judgment on the part of him and his handlers. At worst they betray a fundamental confusion about Mr Dole's political identity. This confusion has been evident since the outset of the campaign. Originally he attempted to run from Congress by engaging Mr Clinton in legislative trench warfare. Then, when frustrated by a revived Democratic party, he turned the tables by quitting the Senate to run as "citizen Dole".

It was a gambit fraught with risks. An explicitly anti-Washington campaign was always going to be fatally implausible from a man with such a long career in the capital. And building one around his personal qualities carried the danger that voters - while recognising his undoubted physical courage and political decency - would still find him a trifle uninspiring.

So it has proved. And it is hard to see what Mr Dole can do fundamentally to improve the situation beyond being true to himself, avoiding media manholes, encouraging his party to keep its divisions under control and hoping something will turn up. Framing a distinctive centrist message will be difficult given the success with which Mr Clinton has annexed Republican territory since 1994. Even if the latter runs into further scandal, his challenger will still have a tough hill to climb.

# Troubled waters

The government has decided to allow cross-Channel ferry companies to hold merger discussions, freeing them from long-standing restrictions on co-operation agreements. It is vital that this does not lead to cartels depressing competition on this route.

The trigger for the decision is the emergence of the Channel tunnel as a strong competitor, now commanding some 85 per cent of the cross-Channel market. Prices have plummeted, and ferry operators are now making money only from their duty-free operations. Instead of responding to the tunnel by moving ships to other routes they have increased the number of sailings in a desperate attempt to preserve market share.

Ferry operators hope that by being allowed to combine their activities they will achieve an orderly reduction of capacity. But the public benefit of such a policy

- which could extend to the pooling of fleets, joint ticket sales and marketing, and price agreements - is questionable.

In itself the rule change need not threaten the status quo. Ministers insist that although discussions will be allowed, normal competition considerations will apply. This would appear to exclude a straightforward merger of the interests of P&O and Stena, the two largest operators on the short-sea routes, with a combined 50 per cent market share. But other undesirable agreements might be attempted. Eurotunnel, of course, might also profit from any price-fixing.

The Channel tunnel has prompted ferry operators to improve their service substantially in the past couple of years. Prices are competitive, and total traffic has grown significantly. These gains must not be jeopardised.

# Treasury musings

There is no need to get too excited about the private musings of UK Treasury officials on Britain's prospects at the start of the new millennium. Clever though the officials undoubtedly are, the Treasury is as often wrong as right even about the present. So it must forgive us some scepticism about its efforts to peer into the future.

With characteristic bluntness, Mr Kenneth Clarke, the chancellor, has described Strategic Considerations for the Treasury 2000 to 2005, as the work of "kids at the office". He dismisses its ruminations on the potential for deep cuts in the welfare state as based on "cranky, right-wing" ideas imported from Mr Newt Gingrich and his followers on the other side of the Atlantic.

That said, the leaked report should not be dismissed entirely. The political fuss may be exaggerated, but the document does shed light on the dilemmas Britain will face during the next few years - and on the reluctance of the politicians to confront them.

It explains the world as it might be in five or 10 years' time rather than as the Treasury wants it to be. Thus the document does not promote particular policies. Rather it is designed to inform the Treasury about the right levels and deployment of its own staff. In that respect it has much in common with the scenario planning long undertaken by large corporations such as Shell.

Measured against the self-serving optimism of their political masters, the officials display a refreshing degree of realism about the country's medium-term prospects. It will not be long, they believe, before Britain slips from the division of world economies. Unfortunately, their conclusions

as to how best to respond to the challenge seem tinged with the Euroscepticism common among more senior Treasury mandarins.

More interestingly, the document explores two of the most important issues which will confront governments over the next few years: the size of the public sector and the implications for Britain of the creation of a single European currency.

It considers two scenarios for the welfare state. The first envisages a government led by, say, Mr Clarke (or for that matter Mr Tony Blair) seeking to hold the public sector at roughly its present size. The second sees a right-wing administration, led perhaps by Mr Michael Portillo, which might seek radical retrenchment.

In setting out the options, the officials illuminate the flaws of the present government's attempts to squeeze spending by indiscriminate salami slicing of departmental budgets. Simply to hold the present ratio of spending to national income, some large programmes will eventually have to be scrapped. But the politicians have yet to confront the necessary tough decisions on priorities.

The report similarly illuminates the paucity of reasoned political debate on a single European currency. In or out, economic and monetary union will have immense implications, political and economic. But Conservatives and Labour alike are unwilling to engage the electorate in serious discussion of the pros and cons. It is healthy that such issues are being debated within Whitehall and a pity that the report has been misrepresented. But the Treasury is the author of its own misfortune. If it has nothing to hide it should abandon its obsessive secrecy and publish the document.

# Greenspan's day of judgment

The markets will be following the Fed chairman's congressional testimony today with more than usual interest, says Michael Prowse

**I**s the US economy fundamentally sound and capable of generating healthy corporate profits for years to come or is this period of business expansion now entering its final stages? In the wake of recent sharp falls in US share prices, this is the crucial question on which Mr Alan Greenspan, the Federal Reserve chairman, will be expected to provide guidance in his monetary testimony to Congress today.

Mr Greenspan's congressional appearances are always closely monitored by global financial markets. But today's is especially significant - and not just because of the turmoil in equity and bond markets. Economists will be scrutinising his testimony - and the Fed's latest economic forecasts - for hints on the likely course of short-term interest rates. One of the triggers for the sudden fall in share prices was a fear that the Fed would shortly reverse direction on monetary policy and begin raising rates in response to tentative evidence of inflationary pressures, particularly in labour markets.

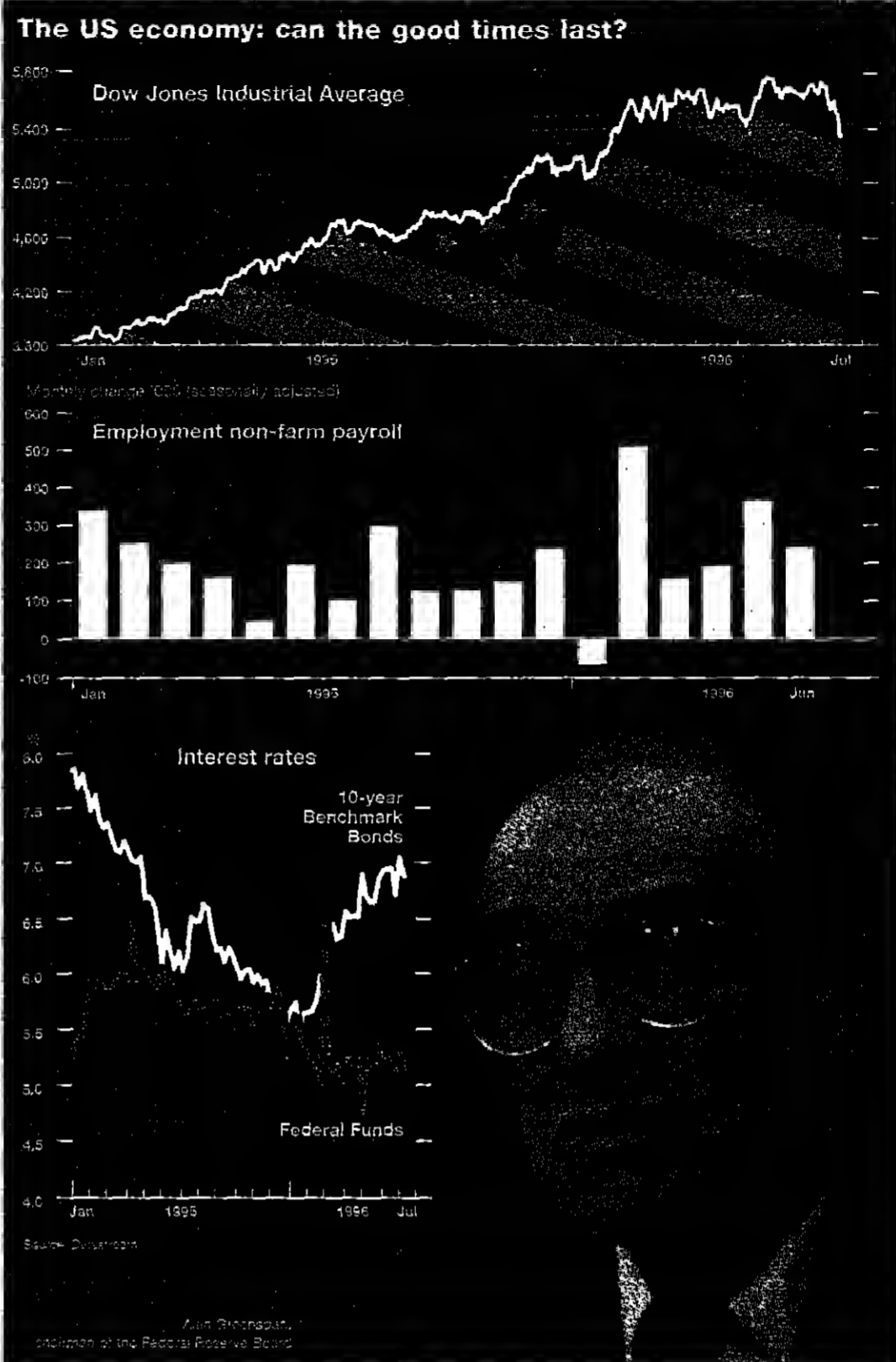
Is this still the Fed's intention? Or does it think falling equity and bond prices will have a sufficiently deflationary impact on the economy to make official policy adjustments unnecessary? Do not expect Mr Greenspan to give explicit answers to such sensitive questions - he is a master of obfuscation. But the tone of his remarks and the way he chooses to characterise the economic outlook should be revealing.

He is likely to start by emphasising how well the US economy has performed in the recent past. Consumers are now enjoying the sixth year of a broadly based economic expansion. Unusually, this has been led by exceptionally strong business investment. The public sector, so often a motor of expansion in the past, has been steadily retrenching. This week the Clinton administration predicted the budget deficit would fall to \$117bn in 1996, against \$200bn in 1992. This is equivalent to 1.6 per cent of gross domestic product - the lowest ratio since 1974.

Companies, meanwhile, have created an additional 10m jobs in the past four years - showing that loose talk of "downsizing" is quite misleading. This surge in employment has reduced the jobless rate to 5.3 per cent, its lowest level since 1990. In spite of a strong economic upturn, the annual rate of consumer price inflation has been below 3 per cent for several years - and broader price indices suggest the underlying rate of inflation may be closer to 2 per cent.

Corporate profits have risen sharply as a share of GDP, reversing a decline during the inflationary 1970s. And US exports have grown rapidly, in spite of sluggish growth in many overseas markets such as Japan and Europe - testifying to the efficiency of US producers. All in all, as President Bill Clinton recently remarked, the economy appears to be in "the best shape for a generation".

Why, then, the turmoil in the stock market? In part, the recent "mini-correction" is probably just a reaction to past over-enthusiasm. Ironically the very stability and solidity of the expansion contributed to a mood of over-confidence. By the end of 1994, investors had already enjoyed an impressive 12 year "bull market" in equities. But instead of levelling off, shares then rose a further 45 per cent. Recent selling could thus be interpreted as the mere wiping away of speculative froth.



More likely, however, it signifies a growing perception that the good times cannot persist indefinitely. The trouble, however, is that there is no agreement among economists on what might go wrong. Some emphasise the risk of accelerating inflation - and hence higher interest rates - while others believe a sharp slowdown in growth, if not recession, is imminent.

The "inflation risk" school believes the Fed has been slow to respond to convincing evidence of above-trend economic growth and incipient inflationary pressures. It will thus have to compensate for past inaction by pushing up short-term interest rates significantly over the next year.

Proponents of this view point out that economic growth was faster in the first half of this year than almost anyone (the Fed included) expected. And with car and home

sales running at near record levels there are few signs of any deceleration. On the basis of figures on hours worked in recent employment reports, Mr Stephen Roach, chief economist at Morgan Stanley, the New York investment bank, predicts the economy will grow at an annualised rate of 5 per cent in the second quarter and 4 per cent in the third quarter. The economy could still be growing at nearly 3 per cent in the first quarter of next year, well above the 2 per cent widely seen as compatible with stable inflation.

Mr Roach sees a burst of growth when the economy is already fully employed as a sure recipe for higher inflation. As in previous cycles, food and energy prices have moved up first. But broader indices will follow their lead. The annual growth of average hourly earnings is now running at 3.4 per cent

against a trough of about 2 per cent in 1993. And the wage component of the more reliable employment cost index soared in the first quarter. On this reasoning the Fed is already well behind the curve on inflation. Mr Roach expects it to lift the benchmark federal funds rate to 7 per cent by the middle of next year, against 5.25 per cent today. But this monetary tightening - which would push long bond yields well above 8 per cent - would come too late to prevent a significant increase in consumer price inflation to 4 per cent next year.

The "weak economy" school takes a diametrically opposite view. The Fed need not take any action on interest rates because the business expansion is in its final stages. Recent growth rates cannot and will not be sustained in the face of long bond yields of 7 per cent or more. The consumer is over-indebted and

must retrench. Business investment, so long the source of growth, is already fading - particularly in the high-tech sectors that were so strong last year.

The Economic Cycle Research Institute in Manhattan, a group of business cycle analysts formerly at Columbia University, worries about the possibility of recession next year. There is little or no danger of an upturn in inflation, claims Mr Anirvan Banerji, the institute's associate director. He dismisses wages as a lagging, rather than leading, index of inflation and says all the signs point to subdued price increases for the foreseeable future. Their future inflation gauge is falling, rather than rising sharply as in early 1994, he says.

According to the institute, the higher demand is the growth will faller, its long-run indicator of economic activity began to flatten last January, suggesting sluggish growth early next year. This would leave the economy vulnerable to external shocks that could result in recession.

**M**ost economists - Mr Greenspan included - will probably position themselves somewhere between these extremes. Given the low jobless rate they are braced for some increase in inflationary pressures. Perhaps the most eagerly awaited statistic in coming weeks is the employment cost index for the second quarter, due out on July 30. If this shows another sharp increase in wages, fears of inflation will multiply and the Fed will probably hasten to raise interest rates. But if it and other inflation measures stay subdued, the tone of the bond market could improve markedly.

At the same time some deceleration of growth is widely expected after the buoyant summer months, although not to the point of tipping the economy into recession. The "mainstream" reading of events is that the stock market is reacting to a double squeeze on corporate profits. As is typical in the late stages of a business cycle, economic growth is slowing while wages and other production costs are rising. "We are seeing labour gain relative to business for the first time in a while," says Mr Paul Mastrototoli of the Lattanzio Group, a newly formed hedge fund in Manhattan. It is only natural that investors should adjust to a "tougher environment for profitability".

The profit squeeze is most evident in the high-technology sector which has accordingly seen the steepest declines in share prices. But while predicting some downward pressure on the growth of corporate profitability, few economists regard the gyrations of the high-tech sector as a reliable guide to broader economic trends. No other sectors, for example, are seeing the kind of price declines experienced by computer manufacturers.

These economic cross-currents leave the Fed in a delicate position. Having underestimated growth and price increases this year, Mr Greenspan will probably emphasise the risk of higher inflation and try to prepare Congress for the possibility of higher interest rates. But with financial markets so volatile and the prospects for growth so uncertain, it seems unlikely that he is contemplating more than a minor tightening of policy in August. But then gradualism has been the hallmark of the Greenspan Fed - in good times as well as bad.

# OBSERVER

## Anonymous no more?

Joe Klein is the star political columnist for Newsweek, churning out pretty good stuff regularly for his magazine.

According to yesterday's Washington Post, he was doing a little bit more than that a couple of years ago. It has fingered him as Anonymous, the author of *Primary Colors*, the rollicking, satirical political novel broadly based on Bill Clinton's 1992 presidential campaign - and, for once, Klein's denials are less than absolute.

The Post nailed him (it thinks) through a handwriting expert who compared Klein's scrawl with the author's manuscript notes. This is not the first time that forensic science has been used in the search for Anonymous.

Earlier this year a university professor used computer analysis to compare the writing style in *Primary Colors* with those of a number of selected authors and concluded, through a fondness for certain adjectives, that Klein was the man.

But the professor's sample was small and Klein's denial adamant. Other sleuths were deterred by the fact that a reporter in the book, who seemed rather like Klein, was cast in an unfavourable light. There were also doubts that any working journalist could have

produced a book so conspicuously well-written.

But when the Post called him at his vacation home with its latest evidence he merely replied "no comment", later supplemented with "I've said all that I have to say".

In a culture steeped in the Nixonian world of "non-denial denials", that passed no muster. One of his Newsweek colleagues wondered yesterday if unmasking might affect Klein's marketability as a columnist. He should worry: the film rights to *Primary Colors* have been sold for upwards of \$8m and most speculation now is on who gets to play the Bill and Hillary parts.

But if it is all true, at least Klein can play himself.

## Long shot

The Organisation for Economic Co-operation and Development - that likes to pontificate on countries' growth rates - is growing nicely itself, at least by the yardstick of verbosity. Over the past decade the size of the OECD's annual tome on Switzerland, published yesterday, has more than doubled, from 61 to 134 pages. A slight hiccup in 1993-94 notwithstanding, the upward trend has been resumed in the current year with a bumper 18.5 per cent increase in the number of pages - even though Switzerland is not one of the world's larger countries.

These figures, in turn, do not tell the full story, since they fail to take account both of the rapid growth in footnotes and of the recent enthusiasm for adding a bibliography to the usual lists of statistics.

Both sectors have flourished, with the number of footnotes rising from less than 20 to 167 over the last decade. On present projections, one should be looking for a five-page plus bibliography section next year.

Judging by the experience of Switzerland, the OECD is also taking longer to reach a conclusion.

In 1986, it needed less than three pages. This year, the OECD has set aside a record 10 pages for a final assessment of its views on Switzerland - a growth rate of more than 80 per cent.

## Coining it

After swallowing their resentment over losing the centennial modern Olympic Games to Atlanta, the Greeks are trying to bring the games to Athens in 2004. But knowing that competition will be stiff - Cape Town looks a strong contender - they are trying a new tactic. Loukas Papademos, the central bank governor, has been chosen to set out Greece's stall in Atlanta on the eve of the official opening ceremony. Papademos makes no claims to sporting achievement -

he has trouble remembering the names of Greece's weight-lifters, several of whom are not medal prospects - but he's scored several points with Juan Samaras, the powerful International Olympic Committee chairman. Samaras was particularly enthusiastic about a set of commemorative coins for the Atlanta Games, issued by Greece's mint, a department of the central bank. It probably helps that proceeds from sales of coins, which will be launched tomorrow in Atlanta, will go into the IOC's kitty.

## Finally stumped

Just as well that ING Barings has settled its row with Deutsche Morgan Grenfell over the poaching of 72 of its Latin American equities staff.

Peace broke out earlier this week - just in time for the annual cricket match between the two banks, which took place yesterday at Buckhurst Hill in Essex. To settle ING Barings' \$10m claim for damages, DMG agreed this week not to solicit anyone from ING Barings' staff until December.

The Deutsche Bank unit reckons the concession is insignificant, but ING Barings has one consolation. DMG could not apply to the cricket field its usual business tactic of pinching its opponents' best players.

# Financial Times

## 100 years ago

Associated Tea Estates of Ceylon The capital is £150,000 divided into 8,000 5 per cent cumulative preference and 7,000 ordinary £10 shares, of which 6,000 of the former and 5,000 of the latter are now offered up for subscription. E. Bishop And Sons It has a capital of £180,000, in £1 shares, in equal proportions of 6 per cent cumulative preference and ordinary, and they announce an issue of 75,000 preference, and 40,000 ordinary. The prospectus points out that the company acquired as a going concern the old-established business of pianoforte manufacturers carried on by Messrs E. Bishop and Sons.

## 50 years ago

Cape Asbestos Mr Robert Walker, chairman of the Cape Asbestos Company, takes a cautious view of the near outlook for the business. On the demand for asbestos manufactured goods alone the prospect is bright, but the meeting of that demand is conditioned by such restrictive factors as labour shortages and controls which are hindering the planning of production and the procuring of equipment. One of these handicaps are removed there seems no reason why the chairman's confidence in the longer-term prospect should not prove justified.

سكزامن الأصل

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 estate n. 1 large four wheeled container for children, dogs, groceries etc. (see Volvo, Mercedes)  
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# FINANCIAL TIMES

Thursday July 18 1996

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## Closure deals further blow to Penang economy

# Grundig shuts Malaysian factory as demand falls

By James Kyngs in Kuala Lumpur

Grundig (Malaysia), part of Philips' loss-making German subsidiary, is to close its plant in Penang. The move is a setback for the Malaysian island which had become a booming centre for electronics manufacturing.

Grundig's move follows last week's announcement by US manufacturer Hewlett-Packard that it was shutting the disc drive division of its Penang operations.

Hewlett-Packard, however, is retaining the larger part of its Penang operation which makes tape drives, optical juke boxes and CD-writers.

Quantum Storage, a Japanese hard disc drive manufacturer, intends to wrap up its operations in Penang by the end of the month with the loss of 1,360 jobs.

It hopes that many of the displaced workers will find employment in its sister company in Penang, Quantum Peripherals, which also makes disc drives.

An executive at Grundig (Malaysia) said the closure would

result in 600 job losses and was due to falling European demand for radios, cassette players and compact disc players made by the factory.

He believed the Penang closure was a one-off decision and not part of a global restructuring drive.

Slack international demand has also prompted several other factories to start reducing production by limiting overtime, closing for long weekends and freezing recruitment on the island, off Malaysia's west coast, where a quarter of the workforce is employed in the electronics sector.

Executives in Penang cautioned that the closures did not mean the island was no longer a profitable manufacturing location.

However, wage increases are now far outstripping productivity gains, prompting some manufacturers to relocate to areas with lower labour costs.

Another issue is a severe shortage of skilled labour, which has led to engineers and skilled workers threatening to leave unless

they are given pay rises. Because of the labour shortages in Malaysia, an estimated 20 per cent of the 8m workforce are foreigners.

Malaysia's government has long maintained that labour intensive, lower-tech companies are likely to depart as the country heads toward its goal of becoming fully industrialised by 2020.

But senior officials recently criticised an average manufacturing wage rise of 11.7 per cent in the first quarter, compared with a rise in productivity of 6.1 per cent.

Penang's slowdown is indicative of wider trends. Malaysia's industrial production index in May fell 2.2 per cent from April. The electronics production index grew 10.9 per cent in May - a much slower rate than the 23.3 per cent rise in April.

With electronics accounting for 18 per cent of manufacturing output and 30.5 per cent of exports, the slowdown is likely to lead to lower exports despite an expected upturn in global electronics demand towards the end of the year.

## France to reduce its troops in Germany to 3,000

By David Owen in Paris and Bernard Gray in London

France yesterday announced a massive reduction of its military personnel in Germany, to leave only 3,000 French troops there by the end of 1999 compared with about 36,000 at present.

The troop withdrawals, part of a comprehensive streamlining of French armed forces, may heighten tensions between France and Germany over military co-operation.

The announcement follows a decision by the French government to cut several Franco-German arms programmes and a move by Germany to review a number of Franco-German weapons projects.

The French decision to remove almost all troops from Germany might encourage other Nato members to follow suit. Almost 100,000 US troops are still in Europe, most of them stationed in Germany, while the UK has 25,000 troops there.

Both countries have budget difficulties which could be eased by withdrawing troops from overseas bases. However, a presence in Germany is thought by many military officers to be critical for maintaining the "glue" in the Nato alliance.

The package was unveiled yesterday by Mr Charles Millon, the French defence minister, just three days after the traditional Bastille Day military parade. It calls for the disbanding of 38 regiments, the closure of three air bases and the mothballing of the near-obsolete aircraft carrier, the Clemenceau.

The cuts stem from President Chirac's decision earlier this year to end nearly a century of military conscription and to peg defence spending for 1997-2002 at an annual FF7185bn (\$35bn), split between FF799bn for pay and FF719bn for equipment.

The aim is to create a fully-professional force much smaller than the current conscripted army but packing a bigger punch at approximately the same cost. Over the next six years as conscription is phased out, the French army will shrink by 36 per cent, the navy by 19 per cent and the air force by 24 per cent.

Mr Millon said the maintenance of the remaining French forces in Germany was in accordance with the wishes of Mr Helmut Kohl, the German chancellor. It also symbolised the Franco-German alliance and affirmed "in a very concrete way" French attachment to the Eurocorps, a Franco-German armoured brigade designed as the nucleus of a bigger European military force.

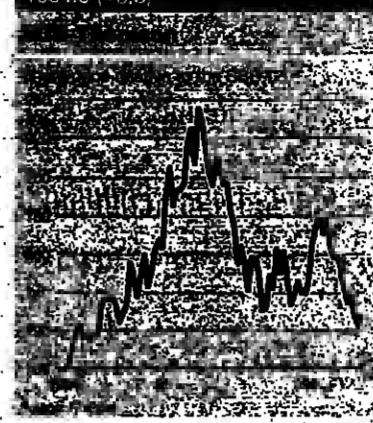
He indicated that "certain French-based regiments" would participate in Eurocorps. Eleven of the 38 regiments earmarked for disbanding are currently stationed in Germany.

## THE LEX COLUMN

# Competition Time

From the sketchy details so far available, the US anti-trust authorities have struck a blow for a more competitive media market. The Federal Trade Commission will allow Time Warner to acquire Turner Broadcasting, but Mr John Malone's Tele-Communications Inc (TCI) will have to sever its links with Time as part of the deal.

FT-SE Eurotrack 200: (664.3 (-0.8))



The big concern was that Time, Turner and TCI would operate as a single bloc. Their joint dominance of both cable channels and networks would have allowed them to dictate terms in US cable TV. Now with Mr Malone promising to spin off TCI's stake in Time and TCI's favourable deal to receive Time's channels for 20 years being annulled, the two groups will probably not act as a single entity. Indeed, there will be incentives to compete.

The new Time Warner/Turner combination looks particularly vulnerable. It will no longer be able to rely on TCI to promote its channels like CNN, the Cartoon Network and HBO. Mr Malone has already cut a deal to carry Mr Rupert Murdoch's new 24-hour news channel, which will be direct competition to Turner's CNN.

With the Turner deal nearly clinched, the position of Mr Gerald Levine, Time's much-maligned boss, looks more secure. But he still has much to prove, given the dismal performance of the company's share price since he took over. Not only is the \$7.5bn Turner acquisition extremely expensive, Mr Levine, who has struggled to control Time Warner's existing collection of warring barons, must now show he is up to managing an even bigger behemoth.

Nonetheless, the European manufacturers look reasonably well-insulated from the plight affecting US D-Ram producers. They have significantly less exposure to personal computers, particularly in the US, and continental European economies are only just clawing their way out of recession. Moreover, both SGS-Thomson and Philips, and to a lesser extent Siemens, have a low proportion of sales from commodity chips. There is little doubt about the strength of long-term demand for semiconductors, and with Philips and SGS-Thomson maintaining planned capital expenditure levels they are well placed to benefit from future growth. But until there are signs of a pick-up in consumer confidence in European markets this may not be reflected in stock prices.

## News Corp

Mr Rupert Murdoch has, unusually, found himself over a barrel. So keen is the News Corporation chairman to beat up Fox, his US terrestrial-TV network, that he has had to pay Mr Ron Perelman's New World Communications top dollar for its TV stations.

The strategic logic is clear. Together with Fox's existing stations, the broadcaster now has its own distribution network covering 40 per cent of the US - the maximum allowed by the regulations and more than NBC, ABC and CBS, the other big networks. The advantage of owning a critical mass of stations is that News Corp now has a secure outlet for programmes and a platform for developing new products. Ideally, this will fuel a virtuous circle, with better programmes spurring higher ratings and in turn allowing investment in better programmes.

Moreover, a strong US terrestrial network is important as part of Mr

Murdoch's broader global TV strategy. Though satellite and cable networks are growing fast, they do not command nearly as many viewers and so cannot justify the same levels of programming expenditure. But, up to a point, once products have been developed or acquired for Fox, they can be distributed through Mr Murdoch's global empire.

In the circumstances, it is unsurprising that Mr Perelman has squeezed out a high price. Once debt is included, News Corp is paying \$5b, for the 80 per cent of New World it does not already own. Even after making allowance for the fact that a production business is being thrown in with the TV stations, that still works out at a hefty 16 times next year's expected operating cash flow.

## Derivatives

Regulators everywhere have been overwhelmed by the explosive growth in the use of derivatives. Yesterday it was the turn of the UK's Accounting Standards Board to try to catch up.

As a first step, the ASB is right to concentrate on ensuring proper disclosure. Most companies these days hedge their exposure to interest rates and currencies with instruments like swaps or forward contracts - but you would never guess it from their accounts. The collapse of Metallgesellschaft and Berings shows that when derivatives go wrong they can go very wrong. That does not mean there is a potential disaster hiding inside every widget manufacturer. But derivatives can change a company's risk profile almost overnight. The board's solution is to have companies describe how they use derivatives and to back this up with details of their interest rate, currency and debt profiles. This should help investors to spot trouble earlier.

The second, much trickier, issue is how to measure derivatives. The ASB's proposal to mark derivatives to market has the virtue of mirroring internal company practice. But to remain consistent, the board has been forced to extend current market values to all financial instruments, including conventional loans. This would transfigure balance sheets and will raise howls of protest from industry and accountants, who are already deeply divided over the merits of current cost and historical cost accounting. That debate must not be allowed to delay the vital goal of improving disclosure as quickly as possible.

Additional Lex comment on United Utilities, Page 17

## UK insurers to hire expert to aid genetic testing policy

By Clive Cookson and Motoko Rich in London

The UK insurance industry is to appoint a genetic adviser to help companies formulate a policy on the controversial issue of genetic testing.

The announcement yesterday by the Association of British Insurers came on the first anniversary of a report by a parliamentary science committee which gave the industry 12 months to produce a code of conduct for preventing unfair discrimination against people found to be carrying harmful genes.

MPs will debate the issue tomorrow. Last night, geneticists accused the industry of making the minimum possible response to the MPs' deadline and of failing to face the issues involved.

"Serious discussion of how the insurance companies might elaborate a code of conduct has scarcely begun," said Mr David Shapiro, executive secretary of the Nuffield Council on Bioeth-

ics, which has led the UK debate on genetic testing.

"It needs to be pushed forward with vigour, as we are entering an era in which we will know about genetic predisposition to common disorders such as heart disease and cancer."

But Mr Mark Boléat, ABI director-general, said the appointment of a medically qualified "genetic adviser" from outside the industry was just one of a series of initiatives. "We aim to draw up a code of conduct, to set down sensible arrangements for the handling of genetic information."

Mr Paul Smeed, head of life assurance at the ABI, said the industry had delayed the publication of the code because it was a "difficult issue". The industry wanted "to get it right rather than get it by July 19".

A provisional version of the code says the industry will not itself conduct genetic tests to obtain information about clients. "The industry wants to sell insurance. We do not want to

find exciting ways to stop people from buying it," said Mr Smeed.

He said the industry was more likely to use genetic information if it was voluntarily submitted by potential policy holders who allow access to private medical records.

In the US, 13 states have defied lobbying by the insurance industry and passed legislation prohibiting health insurers from using genetic information from applicants' medical records.

Genetic test manufacturers such as Myriad, the Utah-based biotechnology company that is developing a test for breast cancer genes, support such legislation because they believe it will give people more confidence in using their products.

Mr Barry Millard, marketing director of University Diagnostics, a London-based testing company, said UK law should protect genetic privacy in the same way. "Test results should be totally confidential to the patients and their healthcare provider."

## Transfers

Continued from Page 1

those transferred as part of their career progression or to a permanent job. The latter usually receive a one-off payment at the start of their assignment.

**Management Moves in Europe**  
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## US sanctions move angers EU

Continued from Page 1

president's hands in foreign policy by requiring sanctions.

US trade partners remain concerned about aspects of the Helms-Burton Act, particularly Title IV, which provides for executives of companies "trafficking" in Cuban property and their families to be barred from the US.

Washington this month warned directors and executives of Toronto-based Sherritt International that they would be barred from the US unless the mining company pulled out of Cuba by the end of August.

Canada maintains that Title IV contravenes the "free passage" provisions of the North American Free Trade Agreement.

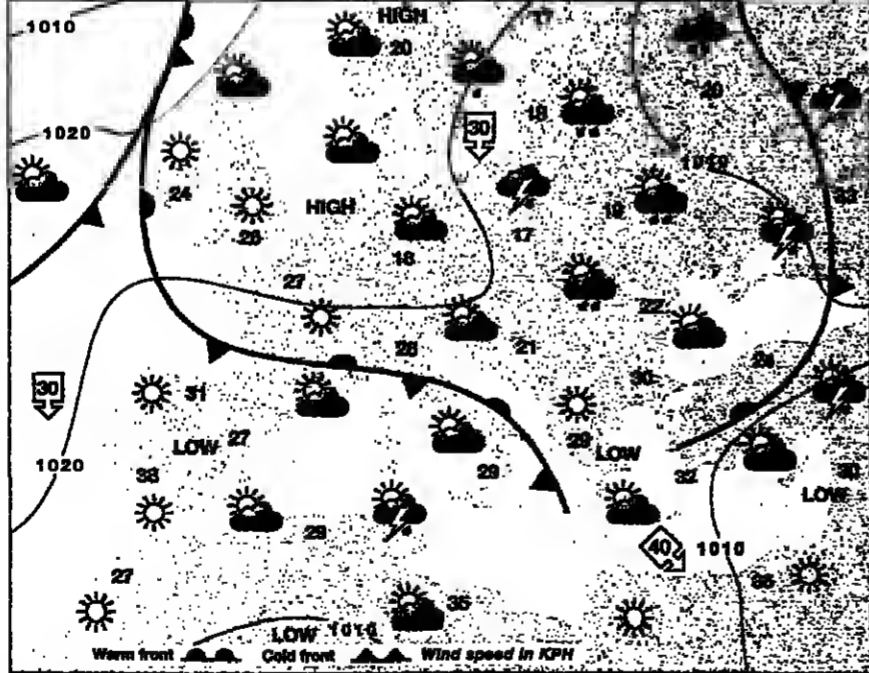
## FT WEATHER GUIDE

### Europe today

High pressure will produce abundant sun and warm temperatures over the British Isles but high cloud will partially dim the sun in northern Ireland and Scotland as a weak front approaches from the Atlantic. East of the high, northerly winds will direct patches of cloud to the Benelux but the afternoon will be sunny. Southern Scandinavia, Poland and Russia will continue to have showers and thunderstorms. Northern and central France and Portugal and Spain will be dry and sunny. A mixture of sun and cloud is expected near an old front stretching over southern France and Italy but showers are unlikely. Another front will trigger thunder storms in northern and central Turkey.

### Five-day forecast

The British Isles will continue rather sunny and warm but rain is likely in the north next week. Showers and thunder storms will occur in eastern Europe. A warming trend is expected in the Benelux, Germany and the Alps. Spain and Portugal will be sunny. The rest of the Mediterranean will have a lot of sun but thunder storms will erupt over Italy during the weekend.



### TODAY'S TEMPERATURES

City	Max	Min
Abu Dhabi	44	32
Accra	28	26
Algiers	28	23
Amsterdam	19	15
Athens	30	24
Atlanta	36	28
B. Aires	15	10
B. Bern	25	18
Bangkok	36	27
Barcelona	27	21
Basing	32	24
Batavia	32	24
Bombay	31	24
Brussels	21	15
Buenos Aires	21	15
Calcutta	35	27
Cairo	35	27
Cape Town	17	11
Casablanca	24	18
Chicago	18	12
Cologne	19	13
Dakar	31	24
Dallas	34	27
Doha	34	27
Dubai	45	38
Dublin	19	13
Dubrovnik	27	21
Edinburgh	17	11
Fero	25	19
Frankfurt	22	16
Geneva	27	21
Glasgow	20	14
Hamburg	20	14
Helsinki	17	11
Hong Kong	32	26
Honolulu	31	25
Istanbul	28	22
Jakarta	31	25
Jersey	20	14
Kuala Lumpur	33	27
Kuwait	40	34
L. Angeles	26	20
Las Palmas	25	19
Lima	19	13
Lisbon	22	16
London	28	22
Luxembourg	22	16
Lyon	27	21
Madras	28	22
Madrid	29	23
Manila	28	22
Manchester	25	19
Melbourne	28	22
Mexico City	17	11
Miami	32	26
Milan	27	21
Montreal	28	22
Moscow	20	14
Mumbai	31	25
Nairobi	28	22
Naples	29	23
Nassau	26	20
New York	25	19
Nice	28	22
Nicosia	32	26
Olo	28	22
Paris	27	21
Perth	27	21
Prague	17	11
Rangoon	30	24
Roskilde	12	6
Rio	30	24
Rome	24	18
S. Francisco	14	8
Seoul	24	18
Singapore	30	24
Stockholm	17	11
Sydney	24	18
Taipei	30	24
Tel Aviv	31	25
Tokyo	28	22
Toronto	29	23
Vancouver	18	12
Venice	28	22
Vladivostok	17	11
Warsaw	21	15
Washington	28	22
Wellington	12	6
Winnipeg	17	11
Zurich	23	17

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